

CHAIN OF RESPONSIBILITY MANAGEMENT SYSTEM MANUAL



May 2022

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**ProDrive
Compliance Group**



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INTRODUCTION

The introduction to this Chain of Responsibility Management System Manual is required to assist Troy Heavy Haulage Pty Ltd (Troy Heavy Haulage) in demonstrating its intent and how the business structure supports the obligations aligned with the Chain of Responsibility in the day-to-day business operations. Within the content of the Chain of Responsibility Management System Manual, there shall be several abbreviations, references used, and clarification on these is referred to in the *Definitions and References* section to assist all users.

The Chain of Responsibility Management System Manual defines our intended processes, communicates the content and business structure and is in parallel with the standards of ISO 9001 (Quality), AS/NZS 4801 (OHS), ISO 14001 (Environmental) and ISO 31000 (Risk Management). This Management System Manual and supporting procedures, forms, and work instructions are formally documented and relevant to the industry within which Troy Heavy Haulage conducts its business operations. Troy Heavy Haulage is referred to within the Chain of Responsibility Management System Manual and supporting documents as Troy Heavy Haulage.

This documented manual intends to ensure that all persons directly reporting to the management know that the documented process exists and is controlled.

1 Scope

Within the content and aligned with the supporting procedures, instruction, training and forms, we reference the applicable current statutory and road laws that apply, and this systematic approach is evidence that Troy Heavy Haulage has applied the resources. Such resources extend and are scoped with the intent to avoid breaches of the laws that may often be caused by other parties in the transport, logistics and related supply chain processes. Under Chain of Responsibility (CoR), all parties who have control or influence over the transport or operational tasks may be deemed responsible for not complying with and for breaches of these laws. All parties must take all reasonable steps to prevent breaches of mass, dimension, loading and speed & fatigue laws. Under the Heavy Vehicle National Law (HVNL), multiple parties may be responsible for offences committed in any operation where heavy vehicle operations and other auxiliary providers may become liable. A person may be a party in the supply chain in more than one way, and legal liability can apply to their actions, inactions and demands.

Parties in the supply chain

Under the HVNL, each party in the supply chain is obliged to ensure breaches of road transport laws do not occur. A party may include any person who can influence or control the transport chain, such as:

- Corporations, partnerships, unincorporated associations, or other corporate bodies
- Employers and company directors
- Consignors/senders and consignees/receivers of the goods for transport
- Exporters and importers
- Primary producers
- Drivers (including a bus driver and an owner-driver)
- Prime contractors of drivers
- Operators of a transport company
- Schedulers of goods or passengers for transport and the schedulers or allocators of drivers
- Loaders and unloaders of goods



- Loading managers (loading/unloading supervisors, or managers of the premises where this occurs).

How CoR Breaches Are Investigated

Road authorities can conduct CoR investigations into your business practices and systems to see how effectively your legal obligations are being managed. They may involve examination, review and assessment of your records, policies, procedures and business documents to determine whether your freight or supply chain operations comply with the law.

What happens in a CoR Investigation?

A CoR investigation can start the moment intelligence data or information is received that indicates that a party in the supply chain is posing a safety or compliance risk. This could happen after an event like a crash or roadside intercept or simply during planned compliance operations.

What Are the Penalties?

If you are in breach of CoR obligations, many actions or penalties may be taken against you, depending on the severity of your breach. You may, for example, be subject to:

- Warnings/education
- Improvement notices
- Infringement/expiation notices
- Court imposed fines
- Supervisory Intervention Orders
- Road Compensation Orders
- Commercial Benefits Orders
- Prohibition Orders
- Licensing and registration sanctions

Have You Done All That Is Reasonably Practicable?

Under the HVNL, you will comply with your CoR obligations so long as you have undertaken all that was reasonably practicable to prevent a breach. You must also show that you did not know or could not have known that a breach occurred. Courts will recognise that the duties of parties are personal responsibilities, which cannot be delegated to others. Every person in the chain must satisfy themselves that every vehicle, every load and every driver is compliant on every journey. For a defence to be successful, all reasonable steps must have been taken, not just some.

All parties involved in road transport with heavy vehicles as a tool or resource as part of your business are a part of the 'Chain of Responsibility'. This includes Consignors, Clients, Schedulers, Managers, Drivers and Receivers. As a transport provider or business operator, Troy Heavy Haulage is committed to ensuring Chain of Responsibility practices and procedures are maintained to ensure ongoing compliance with this legislation.

Management, Operations/Schedulers/Managers

Must ensure that all reasonable steps have been taken or applied to:

- Engaged staff, workers/persons, and contractors are aware of the required compliance obligations to be suitably selected to perform the task either on a permanent or part-time basis;
- Vehicles and equipment do not exceed mass or dimension limits when scheduling loads or travelling on vehicle-specific routes;
- Appropriate restraint equipment is provided, and loads are appropriately restrained by competent persons and processes;



- Records are kept and secured and all records of business-related activity, purchasing, maintenance, repairs, and work-related or driving hours (including rest times) are recorded and reviewed;
- Delays that are encountered during a trip or whilst loading and unloading are assessed, and alternate arrangements are made and communicated as required;
- Vehicles and equipment are not overloaded through the process, workers are appropriately managed, and safety is a key focus in every task and system process;
- The business activities are conducted with the knowledge of all known risks and other risks that may be controlled through a formal reporting process;
- Periodic reviews of the business activities are conducted, any reoccurrence of incidents or issues are known, and controls are applied.

Worker [Heavy Vehicle Driver] or Person

Must ensure that all reasonable steps have been taken or applied to:

- Your Fit for Duty, competent, have been provided training, information and resources that are required to perform the task safely
- Your vehicle or equipment does not exceed mass limits, and verification must be conducted before accessing any public roadway or operated
- Your vehicle, equipment and loads do not exceed dimension limits, and the control of loading is your responsibility and instruction as provided
- Your load is appropriately restrained, and equipment and other resources are suitable and fit for use
- Conduct a pre-trip inspection of the vehicle and record this process **more than once per shift** and report any required repairs or faults required throughout the process
- Operate the vehicle and trailing unit/s as per manufacturer instruction and knowledge of the safe operation
- Partake in training and provide feedback on any workplace issue that may harm the company or persons

Consignor/Receiver

Ensure goods carried on your behalf:

- Engage suitable suppliers engaged to perform any service are suitable, competent and legally able to perform the task as required, with consideration to Fatigue and other influences
- Do not exceed vehicle dimension limits, and goods provided are prepared with consideration of the loading and movement
- Do not exceed vehicle mass limits when in control of the loading process
- Goods and materials are appropriately secured to the vehicle when in control
- A suitable safe area is provided to allow any worker, persons or others to conduct the work safely and with consideration of the environment
- Information about the Goods or materials is provided as required to ensure conformance

Loaders/Packers

Ensure that a vehicle's load, part thereof or placement of any items:

- Do not exceed vehicle dimension limits, and goods provided are prepared with consideration of the loading and movement
- Do not exceed vehicle mass limits when placing goods or materials



- It is placed in a way that it does not become unstable, move or fall off the vehicle
- Documents about the vehicle's load are not false or misleading and are provided as evidence
- Any loaded materials do not cause the gross weight or safety approval rating to be exceeded
- Loading is conducted with safety considered a priority

2 Normative References

This document is structured to be compatible with ISO9001:2015 and Workplace Health and Safety Act 2011. Several other references are noted with the document and possibly extended as required to the process or business operations.

3 Terms & Definitions

Definitions within this document and related procedures are explained below:

WH&S - Workplace Health and Safety Act of 2011

SWMS – Safe Work Method Statement

NHVR – National Heavy Vehicle Regulator

HVNL – Heavy Vehicle National Law

CoR – Chain of Responsibility

FFD – Fitness for Duty

Worker - An employee in any specific capacity of the company or as the same by a subcontractor.

4 About the Organisation

4.1 Introduction & Purpose

The Troy Heavy Haulage business operates from Somersby, NSW and provides services inclusive of transport and logistics-related services of commodities to and from nominated sites throughout the state of operations.

Management of Troy Heavy Haulage is dedicated to providing all staff and workers within the business with training, knowledge and, as far as is reasonable, a safe workplace without risks to their health and safety and the environment. This revision of the Chain of Responsibility Management System Manual has been substantially reviewed and continuously developed to provide guidance and information for staff, workers and others employed directly or indirectly by the Troy Heavy Haulage.

All staff and workers will have the opportunity to participate through consultation, and this shall be communicated in the structured company induction process as and when delivered and as they become part of the team. This is a process that, when presented/delivered, shares the knowledge of management across all facets of the business operations and the depth of experience contained. The outcome of this is to be measurable in all positions, and it is an ongoing commitment of the Troy Heavy Haulage management and an obligation that is fulfilled within their duty of care. All staff and workers directly or indirectly employed by Troy Heavy Haulage must be inducted into the Chain of Responsibility Management System Manual and all aligned processes reflective of the responsibilities of their engagement. On the completion of this activity, the physical resources in either hard or electronic copy are available at the point of use, intended to be a resource that is ongoing under a review process.

Specifically, in the induction, all new staff or workers and the delivery of role-specific resources, all of which, when supplied, are collated to deliver a quality company induction process, will include such items as;

- The location of all required safety resources and emergency evacuation procedures and assigned Incident Response person per area (when required), including the assembly point of the location
- The know Risks associated with static operations and processes as conducted
- Location/s tour including observations of the day to day operational activities, the Risks within the location and equipment that is used across the business in these processes
- Detailed session to explain the company's history and the objectives and targets as set by management and how all staff and workers can contribute
- The documented resources of the Troy Heavy Haulage systems process and each person's involvement as aligned to their role tasks
- The opportunity to improve and contribute to the existing systematic processes as part of the continual improvement of the systems

Management will communicate our position through the display of policies, statements, training and other information channels within the business. This is a formal process of communication to any person and, importantly, as a commitment to our valued staff, workers and any casual or regular visitors to our facilities or conducting work in our business.

The Director or nominated person of Troy Heavy Haulage does offer this commitment and the availability of applicable resources to be in place and to support the staff and workers in the business operations as they conduct their daily duties.

As an influence, the evolving statutory obligations, applicable regulations and laws are continuously observed as the compliance boundaries that are to be adhered to within the business operations, as supported by the Director or nominated person.

Troy Heavy Haulage has created and will continue to improve and review this Chain of Responsibility Management System Manual, as well as related documents as a reference document and collectively to be presented and used internally for multiple purposes. This Chain of Responsibility Management System Manual serves as an important resource and, aligned with supporting resourceful documents, is formulated to be referenced and used within the business activities by staff and workers and shared with our valued clients.

Management of the business reserves the Copyright of this Chain of Responsibility Management System Manual in any Revision; this document contains and references sensitive intellectual company information and content to be partially shared with staff and workers directly.

Unless for the purposes of compliance with tenders or contracts, legal correspondance or at the request by any Governing Authority, **do not** under any circumstances allow the copying of this document or related documents or offer it to people outside of this business.



5 Structure & leadership

5.1 Company Policies & Statements

5.1.1 Health & Safety Policy

Troy Heavy Haulage is committed to achieving the principles of Workplace Health and Safety in our working environment with AS/NZS ISO 45001:2018. As the PCBU, Troy Heavy Haulage recognises our moral and legal responsibility to provide a safe and healthy work environment for workers, contractors, customers and visitors. This commitment also extends to all staff of Troy Heavy Haulage of ensuring that our operations, defined responsibilities to each role or processes do not place the local community, any person or the environment at risk of injury, illness or damage. Continual training and awareness will benefit all those working within the company and on or near associated sites.

AIMS AND OBJECTIVES

Troy Heavy Haulage will produce, adopt and abide with internal procedures to:

- Provide and maintain healthy and safe workplaces, safe plant and systems of work.
- Provide written business operating procedures and instructions to ensure safe work practices.
- Ensure compliance with legislative requirements and current industry standards.
- Provide such information, instruction, training and supervision to workers, subcontractors and customers as is necessary to ensure their continued health and safety.
- Provide support and assistance to workers and involve them in consultation on safety issues and controls.
- Provide assistance programs and procedures for injured workers.
- Engage Rehabilitation providers and other specialists to assist injured workers.

RESPONSIBILITIES

Troy Heavy Haulage recognises that the overall responsibility to provide a safe workplace, rests with management who will be accountable for the implementation of this policy and business processes. These responsibilities include:

- Ensuring that the WHS policy and procedures are communicated and implemented
- Establishing measurable objectives and targets to ensure continued improvement aimed at the elimination of work-related injuries and illnesses
- Providing adequate resources to meet these WHS commitments

Workers also have responsibilities, which will include –

- Following all WHS instructions and adhere to procedures; and AS/NZS ISO 45001:2018
- Recognising hazards which may affect the health and safety of themselves, others, or the environment and report and address these as required
- Ensure their actions do not affect the safety of all other workers or persons
- Their fitness for duty is maintained at all times and fatigue is to be considered
- Comply with all safe work instructions, provided either verbally or formally
- Participate in the recording and control of hazards and risks in the workplace
- Participate in training, retraining and or rehabilitation when requested

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders, to ensure that the Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy _____



May 2022

5.1.2 Fatigue Management Policy

At Troy Heavy Haulage, we are committed to providing a safe place of work for all staff and workers, subcontractors and visitors under our control. Troy Heavy Haulage will ensure that it abides by the regulations and obligations related to proper performance, as per the statutory requirements of the relative laws.

As part of management's view on compliance and with the requirements of the regulations within the applicable laws, our actions are to ensure that we conform to our own objectives.

AIMS AND OBJECTIVES

Troy Heavy Haulage endeavours to achieve the following-

- The elimination of risks and unsafe work practices caused by impaired or fatigued workers
- Compliance with the Workplace Health and Safety Act 2011, Heavy Vehicle National Law and including Fatigue Laws and regulations within the above mentioned
- The fundamental principal of this policy is that Fatigue in the workplace can create risk and may present a serious threat to the well-being of workers and other persons
- Ensure all shifts and rosters and working hours are consistently reviewed with knowledge and awareness of risks associated with fatigue in the workplace

RESPONSIBILITIES

Troy Heavy Haulage recognises that the overall responsibility to provide a safe workplace rests with management who will be accountable for the implementation of this Fatigue policy and business processes. These responsibilities include –

- Ensuring fatigue related information is communicated and implemented
- Establishing measurable objectives and targets to ensure continued improvement aimed at the elimination of work-related fatigue risks
- Providing adequate resources to meet these WHS commitments

Workers also have responsibilities, which will include –

- Ensure their actions do not affect the safety of all other workers or persons
- Their fitness for duty is maintained at all times and fatigue is to be considered as a priority
- Comply with all safe work instructions, provided either verbally or formally
- Participate in the controls applied to risks in the workplace to reduce the risk of fatigue related incidents
- Participate in training and communicate regularly if any fatigue related issues could affect your work

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients, and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy



May 2022

5.1.3 Alcohol & Other Drugs Policy

Troy Heavy Haulage is committed to providing and maintaining a safe working environment for all workers, that is free from the influence of risk and hazards associated with the consumption of both prescribed and non-prescribed drugs and or alcohol.

AIMS AND OBJECTIVES

Troy Heavy Haulage endeavours to achieve the following-
 The elimination of risks and unsafe work practices caused by impaired workers
 Compliance with the Workplace Health and Safety Act 2011 and HVNL and regulations

The fundamental principal of this policy is to communicate that alcohol and other drugs in the workplace create risk and may present a serious threat to the well-being of staff and workers and other persons.

The consumption through any means of any drug, including prescribed or non-prescribed medications and or any substance containing alcohol may impair a person's ability to maintain a safe work environment.

RESPONSIBILITIES

Troy Heavy Haulage will ensure that all workers have access to confidential counselling and advice services if identified as having an alcohol or other drug related problem, which affects their work performance.

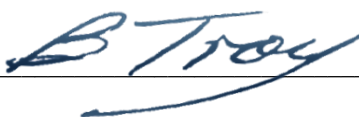
- Any worker accessing medical or other assistance will not be discriminated against through the period of counselling or therapy. Procedures defining the process will be implemented and educated to all workers of the outcomes of any testing conducted either internally or externally. Management will deal with any worker who has tested non-negative, as per our system and procedures.

Workers also have responsibility, which will include-

- Workers must present for work daily - unimpaired, not fatigued or under the influence of any substance
- Workers are responsible to report to their superior, any issues of other workers who may be thought to be impaired or unfit to perform their duties safely or where risk may be imposed to others
- Any worker, advised by a medical practitioner of prescribed medication required to be taken, are to seek clarification from their medical practitioner as to the effects of the medication on their individual performance when completing their normal duties
- If it is the medical practitioner's opinion that there is a risk to the safety of the worker or other persons in the workplace, then the worker should inform their supervisor prior to the commencement of work.
- At any time when random testing is being conducted, if required, workers must participate with the advised testing protocol being applied

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy  May 2022

5.1.4 Chain of Responsibility Policy

Troy Heavy Haulage acknowledges that there are vast external influences within the transport and related industries which we conduct or provide our services to. The company is guided by our objectives and responds to the supplier and client's expectations, always maintaining our involvement with other parties, referred to 'supply chain participants'. Management is to complete training to ensure the required responsibilities are known and are adhered with by all staff and workers. Individual responsibilities are to be communicated to all relevant staff and workers within the business during the induction process. Our commitment is to work aligned with the client's needs and other parties, focusing on improvement, whilst ensuring compliance to applicable CoR Law. All key elements are included, which demonstrates the company's preparedness by conducting ongoing internal Performance Management reviews and defining accountability.

AIMS AND OBJECTIVES

Troy Heavy Haulage endeavours to achieve the following-

- Complying with applicable law, statutory requirements, regulations, codes and standards, customer/supplier needs and best practice
- Communicating the obligations of the roles and responsibilities for management, workers and responsible parties in the supply chain and how these hold common responsibilities
- Providing the necessary awareness, ongoing training, review, monitoring and commitment of directions taken or committed by managers and workers in their control
- Ongoing review of internal practices that have influence on possible non-conformity of the HVNL

Workers also have responsibility, which will include-

- Having knowledge of the strategies being applied by management internal and externally, to assess that processes implemented are effective
- Ensuring our management team and workers are trained in the awareness of Mass, Dimensions, Fatigue, Alcohol and other Drugs, Load Restraint, Speeding, Standards and day to day commercial requirements of the industry we operate within
- Internal reporting to be assessed vertically within the business by conducting performance reviews on all stakeholders
- All persons directly employed or in control or can influence operation processes involving, are to be monitored and assessed to ensure ongoing conformance remains
- Internal and external communication is undertaken regularly to demonstrate awareness and observations are being investigated and if required, these are to be addressed.

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy _____



May 2022

5.1.5 Speed Management Policy

Troy Heavy Haulage is committed to ensuring that vehicles and or assets purchased are to be controlled with the latest on board technologies when applied to assist in speed management. Therefore, part of the Troy Heavy Haulage obligation is the commitment to the provision of a safe workplace for its drivers, staff and importantly the public. Management has a duty that extends to protecting all stakeholders from unnecessary risks, that can have controls applied and therefore decreased the risks.

AIMS AND OBJECTIVES

Troy Heavy Haulage endeavours to achieve the following-

- Purchase vehicles and assets that are fitted with new technology aligned with Speed Limiting devices
- Telematics devices that provide up to date data in various forms and reports for review. This fitted equipment is regularly checked and serviced to ensure that they are working correctly and meet the required standard.

Driving schedules are prepared with regard to the following:

- Ensuring that speed compliance is included always and as part of any contractual requirement
- Legislative requirements for maximum work hours is considered for required routes to be used
- Consultation with drivers to confirm they are able to safely complete the work allocated without speeding
- Planning for unexpected delays to complete journeys without speeding and consideration of delays
- Sufficient rest breaks, including personal activities such as hygiene, eating meals and travelling to or from the depot or site.

The company will investigate instances of worker's detected speeding through electronic or reported process. Workers are educated about not speeding and reporting speed related issues such as faults with equipment, Infringements or Non-Conformance. Workers are provided with regular reminders about the importance of working together to ensure compliance with these new laws, including toolbox sessions, internal newsletters or information distributed with pay slips or internal communication.

Workers also have responsibility, which will include-

- Operate and control at all times the issued vehicle/s within the legal limits and safe operation instruction
- Adhere with the direction or formal instructions provided by management or the manufacturers of the safe operation of the vehicle and controlling fitted devices
- Report any faulty equipment as fitted to any company owned or operated vehicle that is not fully operational
- All persons directly employed or in control, or can influence operational processes involving times and locations, are to be monitored and assessed to ensure ongoing conformance remains
- Internal and external communication is under taken regularly to demonstrate awareness and observations are being investigated and if required, these will be addressed.

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy



May 2022

5.1.6 Return To Work Policy

Troy Heavy Haulage recognises that there are substantial benefits to be gained from rehabilitation principles and practices, and management is committed to implementing them at this workplace. Troy Heavy Haulage is aware of their obligations under the *Workplace Injury Management and Workers' Compensation Act 1998* which provides the legislative support for workplace rehabilitation activities. Troy Heavy Haulage put in place procedures that are maintained in the internal document control system with the purpose of ensuring activities are conducted in a controlled manner.

AIMS AND OBJECTIVES

Troy Heavy Haulage endeavours to achieve the following Aims and Objectives-

- Act promptly in coordinating the required medical treatment of any injured worker
- Early intervention on all claims to assist the injured worker return to preinjury duties
- Complete and submit the required notification forms to the insurer
- Meet clients' needs and exceed reasonable expectations where practicable
- Investigate any injury to determine the root cause and implement corrective actions

RESPONSIBILITIES

Troy Heavy Haulage is committed to-

- Providing assistance to any injured worker and manage the suitable duties as per the treating doctor's notes
- Continually improve the provided Returned to Work plan in consultation with the treating doctor and injured worker
- Engagement between the injured worker and treating doctor to provide alternate duties
- Align the services of a qualified rehabilitation provider in preparation for any potential injured worker that requires their support
- Engage suitably qualified, skilled and experienced people within the business with related Injury Management experience.
- Provide injured workers and their family's financial support during periods when they are unable to fulfil their normal duties.
- Educate and train all Workers and Contractors in order to continually improve their skills

Workers also have responsibility, which will include –

- Assist in the completion of the claim and other report forms, to allow for any investigation to be conducted.
- Participate with all prescribed Return to Work activities within your physical ability post injury.
- Attend all medical appointments and follow directions or instructions advised to the best of their ability
- Conform with their obligations as per the applicable Workers Compensation and Injury management legislation

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and records are periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy



May 2022



5.1.7 Environmental Policy

Troy Heavy Haulage is committed to achieving the principles of environmental sustainability in our workplace in line with ISO14001:2015. We recognise our moral and legal responsibility to ensure that our activities, products and services are conducted to enhance the environment awareness in the communities in which we operate. We must also ensure that our operations do not place the local community or environment at risk of harm.

AIMS AND OBJECTIVES

Troy Heavy Haulage is committed to environmental improvement and prevention of pollution. We will work with our customers, suppliers and the community to adopt procedures that –

- Reduce waste through innovative work practices and recycling practices
- Minimise environmental impacts by reduction of polluting substances produced
- Minimise the impact of our operations on the neighbouring community and our sites
- Increase the use of environmentally acceptable materials, equipment and technology in place of those which are considered harmful
- Ensure that our suppliers follow acceptable environmental instruction as per ISO 14001:2018
- Actively promote environmental awareness among staff, clients, customers and the general public.

RESPONSIBILITIES

Troy Heavy Haulage recognises that the overall responsibility for environmental sustainability rests with management, who will be accountable for the implementation of this policy.

These responsibilities include –

- Ensuring that all environmental policies and procedures are implemented and reviewed
- Establishing measurable objectives and targets to ensure continued improvement aimed at the elimination of waste, pollution and environmental harm aligned with ISO 14001:2018
- Encouraging consultation and co-operation between management, workers and stakeholders in matters which may affect or impact on the environment
- Providing adequate resources to meet these environmental commitments

Workers also have responsibilities, which will include –

- Following our environmental policy, procedures and engaging in training with ISO14001:2018
- Recognising and reporting hazards which may affect the health and well-being of the environment and other workers.
- Demonstrate environmental awareness and utilise provided resources and knowledge
- Improve procedures that may have an environmental impact

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of top management.

Director - Barry Troy  **May 2022**

5.1.8 Covid-19 Policy

Troy Heavy Haulage is committed to ensuring the health and safety of its workers. COVID-19 is a respiratory illness caused by a new virus. Symptoms include fever, coughing, sore throat and shortness of breath. The virus can spread from person to person, but good hygiene can prevent infection. Coronaviruses are a large family of viruses that cause respiratory infections. These can range from the common cold to more serious diseases. COVID-19 is a new disease, so there is no existing immunity in our community. This means that COVID-19 could spread widely and quickly.

AIMS AND OBJECTIVES

The people most at risk of getting the virus are those who have either:

- Recently been in a high-risk country or region ; or
- Been in close contact with someone who has a confirmed case of COVID-19.

Symptoms can range from mild illness to pneumonia. Some people will recover easily, and others may get very sick very quickly. People with coronavirus may experience:

- Fever ;
- Flu-like symptoms such as coughing, sore throat and fatigue;
- Shortness of breath.

If you are experiencing any of these symptoms you should seek medical help from your local doctor or hospital. Call ahead of time to book an appointment. Your doctor will decide if you fall within the testing criteria. If you are tested, you must stay at home until your results come back.

If you are diagnosed with COVID-19, you must stay at home and follow the *Self-Isolation Guidelines* published by NSW Health to prevent it spreading to other people.

Those most at risk of serious infection are:

- People with compromised immune systems (such as people who have cancer);
- Elderly people;
- Aboriginal and Torres Strait Islander peoples (as they have higher rates of chronic illness);
- People with chronic medical conditions;
- People in group residential settings;
- People in detention facilities.

The virus can spread from person to person through any of the following:

- Close contact with an infectious person (including in the 24 hours before they started showing symptoms);
- Contact with droplets from an infected person's cough or sneeze;
- Touching objects or surfaces (like doorknobs or tables) that have cough or sneeze droplets from an infected person, and then touching your mouth or face.

Good Hygiene and Social Distancing

Good Hygiene

Everyone must practise good hygiene to protect against infection and prevent the virus spreading.

Good hygiene includes:

- Covering your coughs and sneezes with your elbow or a tissue
- Disposing of tissues properly
- Washing your hands often with soap and water, including before and after eating and after going to the toilet
- Using alcohol-based hand sanitisers
- Cleaning and disinfecting surfaces
- If you are sick, avoiding contact with others and staying more than 1.5 metres away from people

Social Distancing

One way to slow the spread of viruses is social distancing. For example:

- Staying at home when you are unwell;
- Avoiding large public gatherings if they're not essential;
- Keeping a distance of 1.5 metres between you and other people whenever possible;
- Minimising physical contact, especially with people at higher risk such as older people and people with existing health conditions.

Restrictions

The NSW Minister for Health has issued Public Health (COVID-19 Quarantine) Order 2020 under the Public Health Act 2010 dated 16 March 2020. Australian citizens and permanent residents returning to Australia must self-isolate as per Government regulations at the time. Under the NSW Public Health Act 2010 No 127 Part 4 Division 4 Section 70 Offence not to comply with public health order Clause (1), a person who fails to comply with a requirement of a public health order is guilty of an offence.

Maintain Calm

The coronavirus outbreak is unprecedented and the constant media hype can be confusing and distressing. Troy Heavy Haulage urges all employees to make sensible, informed decisions regarding their health, and the health of their families and co-workers. If you think you have symptoms of COVID-19, seeking medical attention is the obvious first step.

[If you want to talk to someone about your symptoms first, call the Coronavirus Health Information Line for advice on 1-800 -020 080]

In order to make communications productive, staff should contact Troy Heavy Haulage management immediately to arrange leave as soon as possible. As at any time of illness, the provision of a medical certificate is compulsory in order to be paid from personal leave accruals.

Self-Isolation

Remuneration of employees choosing to self-isolate, or those directed to self-isolate in line with the Australian Government's health and quarantine orders, will be subject to the most recent *Fairwork Australia* guidelines. Depending on the circumstances, this may include payment of wages to the extent of their accruals. Troy Heavy Haulage will adhere to any further Government directives to employers as they are updated and become available. Employees are encouraged to use their best judgement based on their likelihood of contracting the virus if considering self-isolation as a precautionary measure.

Minimisation Strategies

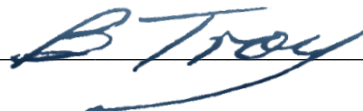
Under the WHS Act 2011 and WHS Regulation 2017, Troy Heavy Haulage has a primary duty of care to ensure, so far as is reasonably practicable, the health and safety of its workers. The following strategies will be implemented to minimise, where possible, the potential spread of the coronavirus:

- SOMERSBY DEPOT – Troy Heavy Haulage has taken steps to increase the frequency of cleaning services to all amenities. This will include an initial sanitisation by staff using hospital grade anti-bacterial products followed by daily maintenance by our regular cleaning contractors.
- FLEET VEHICLES – Troy Heavy Haulage has sourced hand and/or surface sanitisation products to be installed in every company vehicle. At the completion of every shift, employees are directed to wipe down every point-of-contact surface within the cabin of the vehicle. Employees are encouraged to handle other equipment on their vehicle with gloved hands.

COMMITMENT AND REVIEW

Troy Heavy Haulage is committed to ensuring the good health of its employees. Continuity of work is important so together we must strive to maintain a sense of normalcy during this unparalleled event. It is up to everyone to be responsible and vigilant to minimise the impact of the virus on our workplace. Clear, concise and open communication about factual events or findings is paramount to all our futures in this industry. In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders to ensure that this Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director - Barry Troy



May 2022

5.1.9 Code of Conduct & Ethics Policy

Troy Heavy Haulage *Code of Conduct and Ethics* sets out the ethical principles and professional standards of conduct that are expected to adopt in the course of employment with Troy Heavy Haulage and in the performance of ones' duties. The Code is not intended to be a comprehensive set of rules but rather a set of principles that will form an ethical framework for your conduct and behaviour in the workplace. It provides guidance on how to carry out your duties in a lawful and ethical way, interact with other Troy Heavy Haulage staff and members of the public in a fair and courteous manner.

The key principles that all Troy Heavy Haulage staff, as employees, should aspire to are:

- Honesty
- Accountability;
- Leadership;
- Openness and objectivity.

AIMS AND OBJECTIVES

All Troy Heavy Haulage permanent, temporary and casual staff are required to comply with the Troy Heavy Haulage *Code of Conduct and Ethics* and approved Troy Heavy Haulage policies. If there is concern or uncertainty about your own responsibilities or the lawfulness or appropriateness of a Troy Heavy Haulage policy, practice or direction you should discuss your concern with a more senior member of staff.

While your concern is being handled you should, as far as practical, comply with the policy or practice in question, unless it would be unsafe to do so.

At the conclusion of the Code is a list of policies that cover specific areas addressed within this Code. These policies expand on your responsibilities, provide further information and contain guidelines and procedures for dealing with matters covered within this Code.

PERSONAL RESPONSIBILITIES

You must act in a way that promotes public trust and confidence in the integrity of Troy Heavy Haulage's operations and administration. You need to be aware that the reputation of Troy Heavy Haulage can be affected by your actions when at work, and, in certain circumstances, by your conduct outside the workplace where there is an impact on your duties or on Troy Heavy Haulage.

This means you are required to:

- Behave in a lawful manner and comply with any relevant legislative, industrial and administrative requirements;
- Conduct yourself in a professional and ethical manner at all times while at work and not bring Troy Heavy Haulage into disrepute;
- Be prepared to take personal responsibility and be accountable for your own conduct, actions and omissions;
- Act within your delegated authority and in accordance with approved Troy Heavy Haulage policies and procedures;
- Co-operate with and obey lawful requests, directions or instructions given to you in the course of your employment by any person having the authority to do so;
- Keep up to date with advances and changes in your area of expertise and in Troy Heavy Haulage in general;
- Disclose to your manager or supervisor any charge or conviction, that may adversely affect your capacity to carry out your duties (e.g. loss of driver's licence);
- Report behaviour that breaches Troy Heavy Haulage policy.

Troy Heavy Haulage has a responsibility to bring to your attention the relevant policies and procedures that you are required to comply with and you have a responsibility to familiarise yourself with them and to co-operate in implementing them. You also have a responsibility to make appropriate enquiries on your own behalf where you are unsure about actions you can take.

MANAGER AND SUPERVISOR RESPONSIBILITIES

An essential function of all managers and supervisors is the fair and effective management of staff under their supervision. If you are a manager or supervisor, you are expected to model high standards of ethical conduct in your own behaviour and lead by example. You are required to:

- Be accountable for the actions or omissions of yourself and your staff particularly where those acts or omissions are sufficiently serious, repeated or widespread enough that you should have been aware of and corrected them;
- Be fully informed on the matters you deal with;
- Record and give reasons for your decisions and actions to those people who are affected;
- Ensure appropriate procedures and practices are established in your area, complied with, and regularly reviewed;



- Ensure your staffs are informed of their duties and responsibilities, and receive adequate information, instruction and training to perform them effectively, efficiently and safely;
- Inform staff of the performance standards and results expected and provide your staff with constructive feedback on their performance;
- Share information with your staff and encourage open communication and staff participation in the business of the workplace through individual and team consultation;
- Make sure the workplace is free from all forms of harassment, discrimination and workplace bullying and resolve workplace disputes and grievances in a fair and timely manner;
- Treat your staff courteously and fairly and consider different views;
- Promote and acknowledge excellence and innovation and deal fairly and effectively with instances of under-performance;
- Ensure work practices take account of the diversity of staff members and customers including those from different ethnic backgrounds and those with a disability;
- Ensure adequate supervision so all tasks are developed, performed and completed safely and with regard to the safety of others.

WORKING ETHICALLY

No matter what position you hold in Troy Heavy Haulage, you make decisions and take actions every day while performing your work and when dealing with other staff and members of the public. How do you know if your decision or action is an appropriate one?

Regardless of the type of decision or action, you should ask yourself if you could say "YES" to all the following questions:

- Is the decision or action lawful?
- Is the decision or action consistent with approved Troy Heavy Haulage policies or procedures?
- Will the decision be made honestly, fairly and impartially?
- Has only relevant information been taken into account?
- Has the effect of the decision or action on others been given careful consideration?
- Can the decision or action be justified in terms of the public interest and would it withstand Troy Heavy Haulage and public scrutiny?
- Has the potential for a conflict of interest or private gain at public expense been addressed?

If you answer "NO" to one or more of the above questions you need to discuss and resolve the issues with your manager or other appropriate person in Troy Heavy Haulage before taking the decision or action.

CORRUPT AND UNLAWFUL CONDUCT

Corrupt or unlawful conduct by a staff member in the course of their duties is not acceptable and will not be tolerated. Corrupt conduct includes any dishonest or improper use of position or information or a breach of public trust by a staff member. Corrupt conduct also includes any action by a member of

the public to influence you to act corruptly when carrying out your duties. Certain types of corrupt conduct may amount to a breach of NSW or Commonwealth law and may be referred to the Police for investigation.

Corrupt and unlawful conduct in the course of employment may include, but is not limited to:

- Theft and misappropriation of Troy Heavy Haulage material or financial resources;
- Offering or accepting bribes, commissions or secret payments;
- Accepting a gift or benefit that is intended to, or is likely to cause you to act in a partial manner;
- Fraudulent or criminal conduct;
- Forgery and making false or fraudulent claims;
- Misuse or unauthorised disclosure of information or material owned, held or maintained by Troy Heavy Haulage;
- Wilful or negligent damage to Troy Heavy Haulage or other resources;
- Discriminatory behaviour;
- Assault or other forms of unlawful violence against a person.

All staff has an obligation to report any suspected corrupt conduct, mal-administration and serious and substantial waste of resources. Reports may be made to your manager or supervisor, your Director or other senior manager. Troy Heavy Haulage will support you, if you:

- Report any suspected wrongdoing in accordance with the above reporting system; and
- Deal properly and quickly with reports you receive of suspected wrongdoing.

The Protected Disclosures Act 1994 (NSW) affords protection against victimisation or discrimination to people who report suspected corrupt conduct to one of the persons or agencies specified above. Troy Heavy Haulage may take disciplinary action against any staff member found to have taken detrimental action against a person making a report of suspected corrupt conduct.

CONFLICT OF INTEREST

A conflict of interest exists when it is likely that a staff member could be influenced, or may appear to be influenced, by a personal interest (financial or otherwise) in carrying out their Troy Heavy Haulage duties. Conflicts of interest that lead to partial or biased decisions may constitute corrupt conduct.

Some related interests that may give rise to a conflict of interest include:

- Where you have a financial interest, or you are aware that a family member, relative, friend or associate has a financial interest in a matter you deal with or that Troy Heavy Haulage deals with;
- Personal relationships with the people you or Troy Heavy Haulage deals with that goes beyond the level of a professional working relationship;
- Secondary employment that conflicts with your duties or the work of Troy Heavy Haulage;
- Party political activities or making adverse public comments that relate to Troy Heavy Haulage work or affect your capacity to undertake your duties effectively and in an impartial way;
- Misusing your position to secure future employment advantages outside Troy Heavy Haulage.

You may often be the only person aware of the potential for conflict. To ensure that your honesty and integrity is not questioned, it is your responsibility to:

- Recognise and disclose any actual or potential conflict of interest to your immediate manager or other senior staff member;
- Take appropriate steps to resolve the conflict of interest in accordance with policy and prior to engaging in the affected work;
- Seek approval from your Manager/Managing Director prior to embarking on any proposed private employment while giving employment with Troy Heavy Haulage primary consideration;
- Not misuse your position or make decisions that may, or may appear to, obtain a benefit of any kind for yourself, family members, relatives, close friends or associates;
- If you are uncertain whether a conflict exists, you should discuss the matter with your manager.

RESPECT FOR PEOPLE

Troy Heavy Haulage is committed to creating an environment where staff members can enjoy rewarding and fulfilling professional working relationships with each other and where differences are respected. Administrative decisions are to be based on sound management principles and on respect for people. As a member of staff, or as a manager or supervisor, you are required to:

- Treat other staff, customers or members of the public fairly and with courtesy and respect;
- Not discriminate against, harass, intimidate, bully or threaten other staff or members of the public;
- Not give preferred treatment or favours to certain staff, customers or members of the public compared to other staff, customers or members of the public;
- Commit to resolving personal or work-related disputes or differences in a constructive and co-operative manner;
- Not use the internet or email to access, create, store or distribute offensive documents or images including material that may be discriminatory, harassing, offensive or pornographic;
- Any inappropriate email inadvertently opened by you should be deleted or reported immediately;
- Be sensitive to and respect the culture of the indigenous community of Australia;
- Be sensitive to and respect the diverse ethnic and cultural background of staff, customers and the public;
- Report to an appropriate person instances of intimidation, bullying, discrimination or harassment that come to your attention.

Harassment or discrimination on the grounds of sex, marital status, pregnancy, age, race, ethnic or national origin, carers' responsibility, physical or intellectual impairment, transgender status, or sexual preference may be an offence under the Anti-Discrimination Act 1977. In addition, staff must not harass or discriminate against others on the grounds of political or religious conviction.

Instances of harassment, discrimination or workplace bullying that come to your attention should be reported to your manager or other senior manager. All such reports must also be referred to the General Manager, Human Resources.

CUSTOMER SERVICE

Troy Heavy Haulage customers have a legitimate expectation that the service they receive from Troy Heavy Haulage staff is of the highest standard that can be achieved with the available resources. In order to achieve a high level of customer service, Troy Heavy Haulage, and you as an individual, are required to:

- Deliver services in the most efficient and timely way;
- Strive to improve standards of service;
- Treat customers with respect, fairness and courtesy;
- Listen to and understand what the customer wants and give them an opportunity to express their opinion;



- Provide clear and accurate information and advice that is up to date and complete;
- Explain why, if you cannot provide the service requested, and where possible, enquire if the service can be provided in future;
- Respond to customer complaints sensitively, appropriately and without undue delay.

WORKING EFFICIENTLY

It is the responsibility of all Troy Heavy Haulage staff, whether involved in the planning or carrying out of work to:

- Ensure that your work is performed in an efficient, economical and effective manner and to a standard acceptable to Troy Heavy Haulage;
- Be conscientious in carrying out your duties and make the most productive use of your time while on duty;
- Work co-operatively and effectively within a team environment;
- Look for ways to improve the way work is performed and services are delivered;
- Ensure value for money is provided in all Troy Heavy Haulage activities;
- Avoid waste in the use of Troy Heavy Haulage financial, material and human resources;
- Use Troy Heavy Haulage resources efficiently and effectively and for official purposes only unless personal use is approved within policy guidelines.

OFFICIAL AND PERSONAL INFORMATION

All staff members must take care to maintain the integrity and security of Troy Heavy Haulage records and information including personal information concerning staff held by Troy Heavy Haulage. As a general rule, you may only disclose Troy Heavy Haulage information or records that are normally given to members of the public seeking that information. You may only disclose other Troy Heavy Haulage information or records:

- Where your duties require you to do so;
- When proper authority has been given;
- When required or authorised to do so by law;
- When called to give evidence in court.

In respect of personal information, you are required to:

- Only collect personal information for a lawful and authorised purpose and where it is required as part of the exercise of your duties.
- Only use personal information for the purpose for which it is collected or held, unless authorised to do otherwise.
- Not access or disclose or allow others to access personal information without proper authority.
- Not alter personal information held by Troy Heavy Haulage without authorisation.
- Misuse of official information is specifically included in the definition of corrupt conduct in the *Independent Commission against Corruption Act 1988*.
- The corrupt use or disclosure of personal information that a Troy Heavy Haulage staff member has access to in the exercise of their duties is an offence under the Privacy and Personal Information Protection Act 1998.

ENVIRONMENTAL AWARENESS

Troy Heavy Haulage is committed to respecting the built and natural environment. To ensure that Troy Heavy Haulage activities are consistent with ecologically sustainable development you are required to:

- Respect and comply with all relevant environmental legislation, regulations and Government policies;
- Adhere to all approved environmental guidelines and standards applicable to your area of work;
- Minimise pollution and environmental impacts as a result of Troy Heavy Haulage activities.

WORKPLACE SAFETY

The Occupational Health and Safety Act 2000 and Regulations impose obligations on Troy Heavy Haulage management to provide a safe workplace for its staff and other persons who may visit Troy Heavy Haulage premises and work sites. Equally, the Act imposes an obligation on all staff to take reasonable care of other persons at the workplace and to co-operate with the implementation of safe systems of work. To ensure a safe workplace you are required to:

- Follow all safety instructions and approved safe methods of work, including the wearing of safety clothing and equipment provided to you;
- Be familiar with and follow policies and procedures for the safety and security of staff, customers and Troy Heavy Haulage premises, plant and equipment;
- Report any unsafe work practices or situations with potential to harm or injure staff or members of the public;
- Take swift and appropriate action, to the best of your ability and expertise, to protect and ensure the safety of staff and the public in the event of an accident or incident;



- Take reasonable care for the health and safety of people at a Troy Heavy Haulage place of work who may be affected by your conduct;
- Ensure you are not impaired by drugs or alcohol while at work or while carrying out your duties;
- Participate, when required, in workplace health and safety consultation and training;
- Assist in identifying risks at work and eliminating or controlling risks where requested to do so;
- Not damage or destroy any information, materials, plant or equipment that are designed to ensure safety in the workplace.

Troy Heavy Haulage also has reporting obligations under Occupational Health and Safety legislation. Where an accident has occurred at work or on Troy Heavy Haulage premises, Troy Heavy Haulage must report the incident to the WorkCover Authority. As a consequence, you are required to:

- Report any accidents or injuries at work in accordance with approved procedures;
- Direct any enquiries relating to incidents at work or on Troy Heavy Haulage premises to your supervisor or manager.

ROAD SAFETY

Troy Heavy Haulage encourages you to contribute to the safety on our roads by:

Driving Troy Heavy Haulage vehicles and operating Troy Heavy Haulage plant safely, in accordance with the law and Troy Heavy Haulage Safe Driving Policy.

Not driving Troy Heavy Haulage vehicles and operating Troy Heavy Haulage plant while impaired by drugs or alcohol, including prescribed or patented medicines.

Breaches of Policy

Breaches of the Code of Conduct and Ethics or approved Troy Heavy Haulage policies and practices may result in disciplinary action being taken, up to and including dismissal.

This Code does not affect your rights as an employee under common law, relevant legislation, and industrial awards and agreements.

IMPLEMENTATION AND REVIEW

In fulfilling these aims and objectives, the team at Troy Heavy Haulage is responsible and committed to regular consultation with workers, clients and stakeholders. To ensure that Policy operates effectively and that documentation and data is periodically reviewed and conforms to the expectations of the Director.

Director – Barry Troy  December 2021

5.1.10 Consultation and Grievance Statement

Troy Heavy Haulage recognises that an open and continuous dialogue with staff and workers is the best way to achieve a safe, harmonious, and productive workplace to benefit staff members and workers and the business. Consultation on safety, operations, and general business practices form a crucial part of management commitments.

As a business, direct consultation with employees, in the form of an open-door policy, combined with regular toolbox talks, is the consultation method identified as the most appropriate.

Staff members and workers are expected to engage with management during toolbox talks openly and honestly. Management commits to giving issues raised in consultation due consideration and providing workers feedback on business and risk management decisions.

Suppose any staff member or worker has a concern or grievance with business practices, the management, or another worker. In that case, these should be raised with the staff members or employees' immediate supervisor or the next appropriate person in the Troy Heavy Haulage organisational structure. All grievances will be treated seriously and confidentially, as far as is possible for the business to establish the facts and address the issue.

Staff members and workers will utilise these consultation and grievance provisions rather than gossip, confrontation or withdrawal from the engagement process. Any departure from these expectations and procedures outlined in the Troy Heavy Haulage Chain of Responsibility Management System Manual will be treated seriously by the management within the business.

All such breaches elevated will be investigated and may result in retraining, performance management, contract dissolution or dismissal and referral to the police as appropriate.

5.1.11 Mobile Phone, Computer and Social Media Statement

Troy Heavy Haulage utilises and engages with technology, including mobile phones, computers and social media, in the day to day operation of the business. The business expects that workers will engage with and utilise these technologies legally and ethically.

Use of personal mobile phones and accessing personal websites during work hours are to be kept to a minimum and business-appropriate content. Excessive personal mobile phone use or usage of computers/internet during work hours is a breach of the employment conditions or engagement, and actions will be taken at the discretion of management.

The use of mobile phones as and when provided by the company are controlled and monitored. The use of provided resources by the business for business-related purposes does not constitute a breach of this statement. However, management's expectation shall always remain that ANY content stored, sent, received and otherwise viewed on these devices is to be appropriate and not in any way detrimental to any person, client or part of the business or its activities. Any suspected breach will proceed to an investigation and formal report process until a conclusion is met.

The use of many electronic devices, including mobile phones and in-vehicle devices used during driving operations, has additional restrictions under the law. The legal requirements are outlined in the Troy Heavy Haulage Chain of Responsibility Management System Manual, and any person must adhere to the law when using any device.

Social media sites allow the dispersed sharing of information for numerous purposes. All staff and workers are reminded that it is **not acceptable** to post anything work-related. Any photos, assets, processes and posts or comments directly about the company, clients, or persons working within or associates of the company are examples of unacceptable posts. Additionally, posts about the business, direct or indirect, colleagues or the Troy Heavy Haulage business, management, clients, or sites fall under this restriction. Posting or distributing SMS

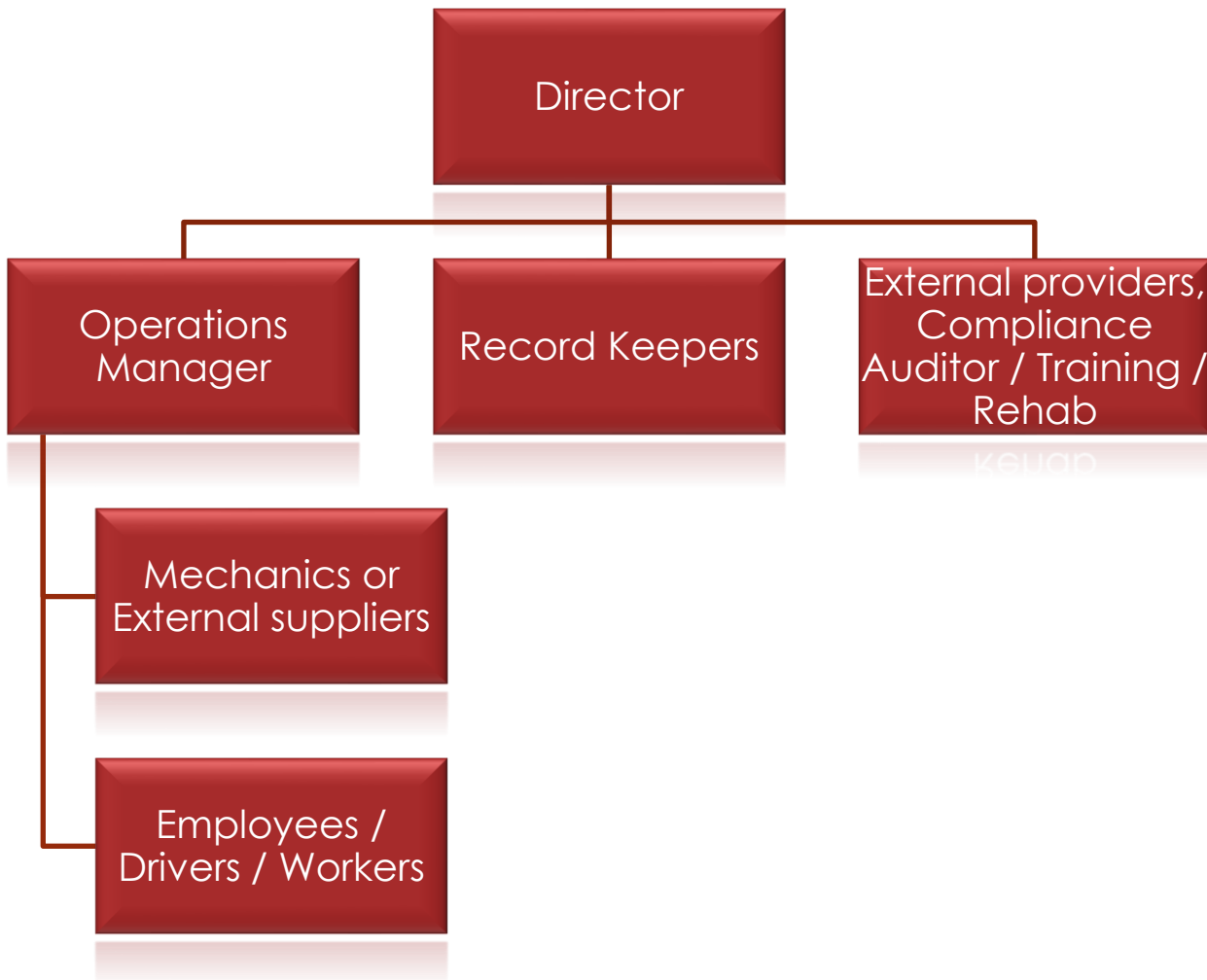


containing such items as the abovementioned will not be accepted by company management. Therefore, management deems this intolerable and considers this unacceptable conduct, and action taken may lead to the termination of employment.

Unacceptable conduct includes but is not limited to posts on social media sites of a confidential or antagonistic nature. Such behaviour may constitute misconduct or even breach the bullying, discrimination and harassment laws. The company withholds the right to referral to the police and may terminate employment after investigating the misconduct.

6 Organisational Structure

This organisational chart is a summary of the hierarchy within the Troy Heavy Haulage business operations.



6.1 Roles & Responsibilities

6.1.1 Director (Manager)

As the Director (Manager) of Troy Heavy Haulage the responsibilities are summarised below;

- Ensure the business operations are conducted as per the statutory obligations of the applicable laws and legislative requirements of the position.
- Review and monitor the business activities to ensure conformity with Work Health and Safety Act 2011, Regulations, Codes of Practice, Heavy Vehicle National Law and aligned Regulations.
- The business activities are required to adhere to all statutory obligations.
- Review the management practices to measure the required outcomes as determined and required for the business to maintain financial stability and fulfil all obligations.
- Ensure risk management principles are applied to all areas of works within the business
- Approve all internal and system documented changes and assign responsibilities to deliver
- Ensure the business operations are conducted with the requirements under Chain of Responsibility and all staff and workers have the opportunity to undergo training and increase their skills
- The implementation of all administrative processes and approved staffing levels reflective of the needs
- Ensure recruitment procedures are followed
- Identification of system verification requirements and allocation of human, technical and financial resources adequate to meet those needs
- To ensure that safe working practices and procedures are implemented and adhered with
- Acquiring and disseminating WHS&E and fatigue information to advise staff and workers
- Encouraging reporting of all incidents, accidents and personal injuries, ensure the appropriate forms are completed and the investigation is concluded when requires
- Investigating incidents and accidents and initiating corrective (preventative) actions
- Ensuring that safe working and fatigue practices and procedures are implemented and adhered to as per the policy and HVNL
- Ensuring that the **Driver Fatigue Management Plan** is fully implemented and reviewed on an ongoing basis
- The development and implementation of emergency procedures and delegate responsibilities
- Approve resources for Emergency Response systems to be adopted and act as or appoint coordinator and response team manager
- Supporting and assist with the rehabilitation of staff and workers who have been injured at work, by encouraging their early return to normality through work-based rehabilitation programs

6.1.2 Operations Manager (Scheduler/Allocator)

As the Operations Manager (Scheduler/Allocator) of Troy Heavy Haulage the responsibilities are summarised below;

- Ensuring that equipment and heavy vehicles are maintained in a safe condition and a regular program of maintenance established
- Consulting with staff and workers on WHS, Fatigue, Environmental and operational issues
- Complying with operating limits when rostering or scheduling (e.g. Minimum continuous break for sleep)



- Assessing fatigue risks associated with work being undertaken within varying operations
- Assessing records of worker's fitness for work declarations to ensure these are complying and records created are verified for accuracy
- Making sure direct staff, workers are trained and informed about fatigue and other risks
- Ensuring contracts and business arrangements consider fatigue issues and level of risk
- Developing and implementing safe work procedures that minimise fatigue and control the risk
- Developing, implementing and maintaining environmental protection procedures and controls
- Ensuring that rosters do not require workers to exceed the permitted number of hours
- Ensuring that loads do not exceed dimension or mass limits and are properly restrained
- Keeping records or schedules and rosters related to all staff and workers under your control
- Regularly reviewing operations and applied controls to reduce all forms of risk (safety and environmental) within the workplace
- Verifying that drivers can legally deliver the load before scheduling the journey
- Ensuring that their delivery schedules/sales do not encourage drivers to breach driving hours, speed or mass requirements under Chain of Responsibility
- Ensuring customers and suppliers are communicated with and managed to comply with their role within the supply chain under Chain of Responsibility regulation
- Review data from electronic records and align this information with other sources of information, as a verification process to ensure the accuracy of the data. Analyse this information and improve the efficiency and performance of the business operations and staff or workers performance

6.1.3 Workers (Staff or Employees)

As a worker of Troy Heavy Haulage the responsibilities are summarised below;

- Ensuring that your present to commence work, fitness for duty, you are free from alcohol, drugs and substances
- Always conduct your advised activities to ensure conformity with Work Health and Safety Act 2011, Regulations, Codes of Practice, Heavy Vehicle National Law and aligned Regulations
- You have taken the statutory rest break as per HVNL and your start time does not place you in breach of the mentioned law
- Monitoring their performance and taking regular periods of rest to avoid continuing to work when tired or beyond your required break as per HVNL
- Inspecting their vehicle or equipment before start-up and reporting any mechanical faults or repairs required
- Complying with WHS, Fatigue and other management procedures
- Complying with operating limits (e.g. Minimum continuous break for sleep) including accurately recording all hours of work and rest
- Disclosing any matter that may affect your or other worker's fitness for duty
- Stopping driving / operating/working if you believe your fatigue level is a risk to yourself and others
- Ensuring that the vehicle or equipment does not exceed dimension or mass limits when operating



- Ensuring that the load is appropriately restrained and that all parts of the vehicle within your control are secured
- Safe and responsible driving practices, that comply with the legal limits and control of the vehicle allocated
- Completing National Work Diary as required and or Troy Heavy Haulage Daily Worksheet and other records requested to comply with client instructions

6.1.4 Administration Staff

As part of the Administration of Troy Heavy Haulage, the responsibilities are summarised below;

- Completing all administration tasks, verifying records for compliance as directed by management
- Assist and maintaining all accounting records and performing data entry of internally created documents
- Reviewing Troy Heavy Haulage Daily Worksheet, National Work Diary pages and other records created to document logistical movements within the business day to day operations, advising management of any observed breaches of work or rest periods by heavy vehicle drivers
- Assist and record any observed non-conformances and assist with the corrective actions if required as part of the internal systems administration
- Complete and update vehicle or equipment maintenance records as created within the business operations
- Assist with administration of employee records, timesheets, payroll and associated HR duties, including review and updating of registers and other documents
- Complete all document changes under the instruction of management and distribute under the instruction of management
- Manage and implement changes as required to internal processes as advised by management
- Review data from electronic records and align this information with other sources of information, as a verification process to ensure the accuracy of the data. Analyse this information and improve the efficiency and performance of the business operations and employee performance

6.1.5 External Suppliers

As part of sourcing external suppliers, Troy Heavy Haulage requires these suppliers to be inducted and trained in the expectations of all stakeholders below;

- External service providers are required from time to time to provide specialised services and consumables. Services required may vary from administration to operation requirements
- IT support will be required to be provided to ensure systems used remains updated and protected
- Rehabilitation services provided by an accredited Rehabilitation Provider to assist with injured workers
- Human Resources and Industrial Relations support is to be obtained to ensure both the HR/IR resources and documents used are reviewed and updated to meet current legislative requirements



- Training and system reviews are outsourced to ensure that Troy Heavy Haulage has these valued resources available as needed
- Specialised heavy vehicle repairs are engaged to ensure vehicles receive the required or engineered repairs needed
- Systems administration and support is obtained to manage the system documentation and conduct internal reviews and investigations

7 Planning & Assessment

7.1 Business Objectives and Strategies

The Troy Heavy Haulage Director will annually review the business objectives and targets under an internal assessment of historical data and commercial performance. This process will evaluate all available information with the intent of allowing the Director to determine areas required that need further resources or areas that would benefit if additional resources were applied, or additional advancements in technology to achieve continual improvement and efficiency. Any suggested improvement relating to current systematic processes will need to be implemented through a consultative approach and records shall be retained.

The assessment of available raw information, risk assessments and applying suggestive improvements, will guide the commercial viability of the Troy Heavy Haulage business objectives and targets under the current activities. Should the activities vary in direction or the businesses realign the structure and activity, a review should occur promptly and be guided by the Director.

The scope of the periodic internal review will be undertaken by using a structured format, inclusive and a review of the statutory and other legal obligations and verification of the relevant laws applicable to the business operations. Any implemented changes that may harm the business operations or directly affect the commercial relationships with suppliers or clients, including changes must be formally communicated and systematically implemented to ensure these changes are implemented.

Troy Heavy Haulage conducts its business activities within a supply chain and this has extensive commercial relationships that have been advised of the directives of Troy Heavy Haulage. Records of these events occurring are to be maintained and reviewed on each reoccurrence of any internal review, as a benchmark of the activities that were or remain. The Director has the responsibility to communicate the company's position concerning performance or expectations annually and that person may direct any change or improvement as per that instruction given to comply with the set objectives and targets. On the elevation of the findings per occasion, it will be at the discretion of the Director to provide instruction or change to any action plans, business growth strategies to all relevant staff, employees and aligned stakeholders who need to be advised and consulted.

7.2 Risk Assessments

The WHS Regulation 2011 and Risk Management standards, specifies that risk assessments should be undertaken for all processes, equipment and tasks at your place of work, being any site where work is being completed.

Management, Staff and workers must perform a risk assessment of every task, site or workplace, before commencing any work. The outcome of the Risk Assessment process should be communicated and suitable actions are taken. Risk Assessments are a systematic process to assess and determine risk and in turn provide information to those directly involved, by the creation or review of documents and prior assessment outcomes.



All risks and opportunities should be listed on the company Hazard Risk and Opportunity register. This risk register records if the work is deemed as "high-risk work" (as defined by SafeWork NSW) and calculate an overall risk assessment. As a result of the overall risk assessment, the direction is then given to the control documents that follow on to detail the controls required for that process or task. Periodic reviews of the recorded risks will be undertaken to assess the risk rating of the current risk-related items with the business.

The control documents can include:

- Risk Management plan - for low risk, low detail level of controls
- Detailed Risk Assessment – for med risk, med detail level of controls
- Safe Work Method Statement – for High-Risk works, high level of control detail.
- Standard Operating Procedure – for a process requiring detailed instructions to complete.

With consideration to the resources, training and other available information, a risk assessment should include:

STOP- LOOK-WALK AROUND AND THINK THROUGH THE TASK

WHAT AM I ABOUT TO DO?

↳ Think through the task you are about to do or assist with!

- Do I fully understand the job I am going to perform?
- Are there any current safety procedures available for this job?
- Do I have the right equipment to perform the task safely?
- Do I have the right permits or authority to access or enter the site?
- Will other systems or people be affected by the task being performed?
- Is there safe access to the site or area with the task is to be performed?
- Is there an alternate or safer way to complete the task?

WHAT COULD GO WRONG?

↳ Using the provided list, look around and assess any concerns

- Coming into contact with heat, stored power, electricity, hazards substances and dangerous good etc.
- Being struck against another object or caught between a pinch area or crush zone.
- Caught between moving or rotating objects
- Being exposed to hazards in the work environment, noise, fumes, dust and or gases

WHAT IS THE RISK TO MYSELF AND TO OTHERS?

↳ Using the risk matrix, work out the risk to yourself and others from the things that could go wrong.

- Assess the risks between what am I about to do and if it goes wrong, what could happen?
- Who would it involve and what would be the consequences?
- Is the risk likely to cause death or serious injury or damage?
- Can the risk be decreased with the removal of other persons?

WHAT CONTROLS CAN I PUT IN PLACE TO DO THE JOB SAFELY?

↳ List the controls that can be put in place

to reduce the risk to an acceptable level

- Does the task need to be done?
- Can the task be deferred until alter controls can be put in place?
- Will additional resources assist in completing the task safely?
- Break down the task and identify the highest risk of the task.

7.2.1 Risk Assessment Register

Hazard Risk and Opportunity Register, this for is used for recording all company risks and opportunities.

Step 1.Record all "Activities" e.g., Loading and load restraint.

Step 2.Break "Activities" down to "Aspects". e.g. use of truck and trailers and other assets

Step 3.Break "Aspects" down to individual "impacts / overall tasks"

Step 4.Would this impact affect quality, safety or environmental?

Step 5. Is the impact a

- Hazard (existing issue)
- Risk (could happen - bad)
- Opportunity (could happen - good)

Step 6. Is the impact listed as "High Risk" according to SafeWork NSW or other jurisdictions?

Step 7. Score the impact for probability and consequence (1-5) using a risk matrix.

Step 8 Calculate risk score, (probability score x consequence score).

Step 9. Name the type of control documents that are in place.

At minimum

- low-risk score = Risk management plan
- med-risk score = detailed risk assessment
- high / extreme risk score = detailed risk assessment & safe work method statement.

ID	Activity	Aspect	Description / Impact (list of all tasks)	System	Type	High-risk work?	Assessment			Controls		
				Q/S/E Quality / Safety / Environmental	H/R/O Hazard / Risk / Register		Probability ?	Consequence	Risk Score Probability X Consequence	Detailed Risk assessment Med Risk, Med level/Detail	SWMS High Risk, High detail controls	SOP Detailed process
1	Loading and logistics	Use of Combination Vehicles	Speed	S	R	Y	3	5	15	Y	Y	
2			Fatigue	S	R	Y	3	5	15	Y	Y	
3			Loading and Unloading	S/E	R	N	3	3	9	Y	Y	
4			Mass Compliance	Q/S	R/O	N	3	5	15	Y		Y
5			Coupling and uncoupling	S	R	N	3	4	12	Y		
6			Working at Heights	S	R	Y	3	5	15	Y	Y	
7			Roadside breakdown and repairs	S/E	R	Y	3	5	15	Y	Y	
8			Site traffic management	S	R	Y	3	5	15	Y	Y	
9			Load spills	S/E	R	Y	3	4	12	Y	Y	

7.2.2 Risk Management Plan

A Risk Management plan, this form is used to list all low-risk impacts and the controls to be put in place to control them.

Step 1. Record first “impact” from risk register in “ID Number” “Hazard/Risk/Opportunity” “Description”.

Step 2. List all the controls that can be put in place for that impact.

Step 3 Assign a name (responsible) and timing for each control to be put in place.

Step 4 Repeat steps 1 to 3.

7.2.3 Detailed Risk Assessment

Detailed Risk Assessment, where an impact requires a detailed Risk assessment this form should be filled out.

Step 1 Record the “Activity” that you are assessing.

Step 2 List the hazards to do with that activity (i.e. what can go wrong)

Step 3 Provide a likelihood, severity and risk score for each hazard.

Step 4 For each hazard provides controls that can be put in place.

Step 5 Provide a likelihood, severity and risk score for each control assuming it is in place.

Step 6 Diagram can be attached if it makes the process clearer if required.

7.2.4 Risk Assessment Matrix

Consequence \ Probability	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	MEDIUM 5	HIGH 10	HIGH 15	EXTREME 20	EXTREME 25
Likely (4)	MEDIUM 4	MEDIUM 8	HIGH 12	HIGH 16	EXTREME 20
Possible (3)	LOW 3	MEDIUM 6	MEDIUM 9	HIGH 12	HIGH 15
Unlikely (2)	LOW 2	MEDIUM 4	MEDIUM 6	MEDIUM 8	HIGH 10
Practically Impossible (1)	LOW 1	LOW 2	LOW 3	MEDIUM 4	MEDIUM 5

Risk numerical scores have been calculated using (Probability) X (Consequence)

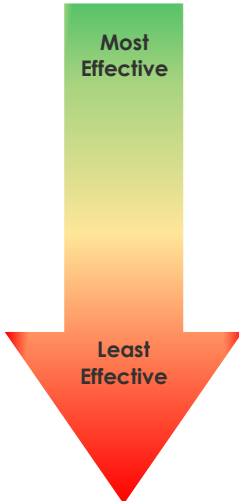
7.3 Hazard Controls

Hazards in the workplace must be determined, communicated and controlled through a process. Once a hazard has been identified through and assessed or reporting process, the ‘Troy Heavy Haulage shall take the actions necessary to eliminate or control the risk.

Control measures, following the risk management Hierarchy of Controls (i.e. eliminate, substitute, reduce, isolate, protect), shall be implemented, to effectively manage identified and assessed risks.

7.3.1 Controls (Hierarchy Of Controls)

Control	Example
Elimination	Permanent solution and should be attempted in the first instance (e.g. – eliminate work process, substance or piece of plant - a hazard is eliminated).
Substitution	Substitute a work process, substance or piece of plant with one less likely to cause injury, illness, or environmental damage (e.g. a forklift with a walkie stacker).
Isolation	Separate People / Environment from the hazard (e.g. barricades).
Engineered Control	Redesign the way a task is undertaken to reduce the frequency of exposure to risk (e.g. develop a new vibration-proof steering wheel).
Administrative controls	Procedures, rules and training. (e.g. safe work procedure).
PPE, Environmental clean-up	Gloves, safety glasses. Spill kits and clean-up material. PPE use should be considered a last resort option after considering other options.
<i>Note: It may be necessary to use a combination of control measures to achieve the desired level of risk control</i>	



7.3.2 Safe Entry & Exit From Vehicles and Equipment

Injuries resulting from slips and falls whilst entering or exiting from vehicles and equipment. The following should be followed at all times:

- Always maintain 3 points of contact, all times during the process
- Check the ground conditions before entering or exiting the vehicle or equipment
- Take extra care in wet conditions as the steps, foot landing areas may be slippery
- Wear appropriate footwear and ensure this is fitted correctly
- Do not twist to look around whilst entering or exiting from the vehicle
- Only use approved hand and footholds/steps and never jump from any point during the process

7.3.3 Safe Manual Handling Techniques

Training aligned with the process that may occur internally in the business is required to control the risk of injuring staff or workers. Before lifting or moving equipment, objects or boxes, knowledge and awareness is required to be shared and instruction on why there is a need to assess the risk of the load and the process staff and workers are required to evaluate before commencing.

As a minimum, checking the following is good practice as a control measure:

- The weight of the load, object, items you required. If unsure, test by rocking to gauge the possible weight.
- Access to the object to be lifted. Is it easy to get to, or do you have to overstretch, twist, or reach overhead to access the object?
- The shape of the object. Is it easy to hold/grip, or is it difficult?
- How far do you need to move it?
- Should you use someone else to team lift?
- Is a lifting device, such as block & tackle, jib & crane or forklift available to be used to lift instead?

As a general guide, anything over 20kg should either be team lifted or mechanically lifted.

Any staff member or worker required to perform such a task should consider, if as an individual, you attempt or are determined you are moving it yourself, always remember safe lifting techniques:

- Bend your knees, not your back,
- Make sure there are no obstructions in your path, and
- Keep the load close to your body to maintain a better distribution of the weight

8 Resources & Support

8.1 Resources – People

8.1.1 Recruitment & Selection

8.1.1.1 Recruitment Summary

Management of Troy Heavy Haulage will be responsible to pre-approve the recruitment and appointment of any new staff and or workers. As part of the recruitment process post-approval, any applicant must complete Troy Heavy Haulage Employment Application form and attach all supporting documents as requested within the process and as per the instruction of the paperwork to be presented. Troy Heavy Haulage Director or nominated person will review the information provided and if suitable, will approve the continuation of the appointment beyond this stage.

As part of the process, applicants will be provided at the advised stage in the process, with a detailed Position Description or information on role requirements, outlining the key tasks, responsibilities, expectations and performance measures required to succeed in the position. This will give the applicant a clear understanding of what is expected of them and will be used as a benchmark for measuring performance on an ongoing basis post-appointment.

The Director or Troy Heavy Haulage will have involvement on the final offered remuneration value and conditions of any appointment that occurs. The detail and structured remuneration is to be defined and relative to the business, position and shall be formally documented aligned with the Industrial Instrument applicable.

8.1.1.2 Preliminary Employment Process

The recruitment process will occur as per the below staged process to ensure the effectiveness of the process is achieved:

- The completion of Troy Heavy Haulage – **Employment Application form** and attaching the required supporting documentation as requested with the process
- Verification of information presented by the applicant within the completed application form must be presented, will be reviewed by the Troy Heavy Haulage Director or nominated person. This information will assist with the assessment of the suitability.
- The applicant must include references and a verification process must be completed using this information for prior appointment being continued
- All provided evidence is to be presented of previous training, education and qualifications obtained and this is requested within the Employment Application form and other supporting information may be required on request
- A copy of the applicants RMS or applicable state authority history is essential to be supplied during this process. Records noted with the history record will be assessed and will be a major influencing factor within the process at this point. A licence check will also be carried out at this time and ongoing during the term of employment.

- Medical and other advised conditions will be assessed and may influence the appointment process continuing

8.1.1.3 Secondary Employment Process

- The Troy Heavy Haulage Director or nominated person will review all provided information for the potential applicant and other information obtained through process shall be subject to be considered as the level of relevance to the position
- The applicant's information when verified, must meet the expectation of the position or role, and records of verification must occur. Further actions shall or may be required and commenced under the direction of the Director
- A competent person either from internal or external to the business will conduct a **Practical Driving Assessment** and record observations—assess the skills and the applicants understanding of Chain of Responsibility as applied to the role
- Administration staff or other skilled workers may be subject to a skills assessment to evaluate the suitability and verify that the advised attributes are at a level acceptable to Troy Heavy Haulage
- Complete a medical examination, role-specific aligned with the requirements as per Ausroad standard form and aligned with an approved medical form may be required to be completed.
- Any medical required or advised, will include Drug and Alcohol testing and a physical assessment will be used to determine if the applicant is progressing to be suitable as observed by Troy Heavy Haulage Director or nominated person
- Staff and workers may be required to have future medicals conducted and/or drug and alcohol testing aligned with the requirements of external accreditations. Levels of such medicals may be at the request of a client/project
- Subject to any medical assessment outcome, the appointment of any person may have restrictions aligned to medical outcomes and this may be required to be reviewed at a later stage
- Potential staff or workers, who are not able to completely satisfy the conditions of the medical examination, will not be offered any position
- Subject to the findings of the medical practitioner or results, the assessed applicant, if all above processes have determined the applicant suitable, may be presented with a formally offered position, if they are medically fit and suitably competent to perform the required tasks of the role or position.
- All appointments will be finalised with a letter of offer and a formal agreement stating all required and agreed on conditions.
- Management of these records is to be strictly adhered with under the control of Troy Heavy Haulage and as per the statutory obligations applied as per the Privacy Act.
- Annual or periodic reviews of the conditions, payment, benefits and other entitlements will be required to ensure ongoing alignment of conditions are within the rights of all staff and workers.

8.1.2 Worker Obligations

8.1.2.1 Worker Licences and Infringements

Before commencing work with Troy Heavy Haulage, all staff and workers that use any company-owned vehicles or equipment will be required to provide a copy of their valid Drivers or High-Risk licence. This information must be supported by presenting a copy of the aligned RMS or applicable state authority history printout, as an evaluation assessment of the person's demerit points against their licence. As a requirement of the employment conditions, staff and workers must hold and maintain the appropriate



licence for the vehicle or item of equipment they will be operating. They must maintain in their possession a valid driver's or High-Risk licence with them whilst operating any vehicle, item of equipment within the scope of their employment whilst working directly for Troy Heavy Haulage at all times.

It is the responsibility of the staff or worker to ensure their licence is renewed as required before it expiring. A copy of the latest driver's or High-Risk licence will be requested by Troy Heavy Haulage initially and inspection and assessment shall at periodic intervals during the employment term.

If any staff or worker knows that their licence is suspended, pending suspension or cancelled due to their actions or depletion of demerit points, they are instructed and obligated to notify the director of the nominated person of Troy Heavy Haulage immediately in person or via phone. As the controller of any issued company vehicle or item of equipment, legally they MUST NOT operate a vehicle or item of equipment owned or operated by Troy Heavy Haulage without a suitable current licence. Failure to notify the loss or suspension of their driver's or High-Risk licence will lead to investigation and possible termination of employment.

Any direct staff or worker that knowingly allows unlicensed drivers or operates any vehicle or item of equipment owned or operated by Troy Heavy Haulage will be subject to disciplinary action and possible termination of their employment. Troy Heavy Haulage will conduct checks of Heavy Vehicle licences weekly using the RMS, Heavy Vehicle Operator Safety Information Program (HVOSIP) and will hold a current copy on record for reference or to provide to a regulated authority on request. Troy Heavy Haulage will retain copies of any breaches received that relate to any of its company drivers. These notifications will be held and reviewed as necessary and may also be used as evidence for any disciplinary action.

Any driving infringement should be initially reported to the Director or nominated person and the staff or worker will be advised of the alleged breach as and when advised to Troy Heavy Haulage. Infringements are then written up on a Non-Conformance Report Form where they will be managed as per the process for Non-Conformance. Troy Heavy Haulage reserves the right to disclose relevant personal information to authorities for identification for traffic and any other infringements.

Speeding fines and other fines caused by non-adherence to the specific applicable laws and regulations shall be the responsibility of the staff and or worker. Fines relating to the vehicle's condition, or other matters outside the control of the staff or worker, will be investigated and only if Troy Heavy Haulage is deemed at fault, Troy Heavy Haulage will directly pay the infringement cost.

8.1.2.2 Company Image

Public Relations

While behind the wheel of a vehicle bearing Troy Heavy Haulage identification, staff and workers become a representative of Troy Heavy Haulage. As a member of staff or a worker, you should give to the public the courteous service it has learned to expect from Troy Heavy Haulage which you represent. Good relations between Troy Heavy Haulage, the community and the public are essential and only constant acts of courtesy by staff and workers will maintain these good relations. The use of profane or abusive language will not be tolerated by Troy Heavy Haulage and will be a breach of your employment conditions.

Road Courtesy

Drive or operate equipment with consideration for others **AT ALL TIMES** and offer all other traffic the same road courtesy that you expect from them. All dangerous and negligent acts committed will be viewed seriously.

Vehicle Appearance

Vehicles should be maintained to a clean and tidy standard per your base location or and location you may be working from. It is a requirement from Troy Heavy Haulage that vehicle appearance should always be at an acceptable level, reflective of the expectations of Troy Heavy Haulage and staff and workers are required to assist this is maintained and the cleanliness of the vehicle and equipment is achieved where possible.

Personal Appearance

A neat appearance is a company requirement and a matter of personal pride. As a representative of your employer, you should always present a good appearance. The use of personal hygiene products must be used to ensure you are clean and neatly dressed at all times when on duty.

Customer Complaints

Do not take customer complaints personally and do not make excuses. Do whatever you can to resolve the problem at that point. If you cannot solve the problem, contact your manager or nominated person.

Other Complaints

Do not complain about Troy Heavy Haulage or its equipment to any customer, client or member of the public. All complaints should be immediately directed to the Director or nominated person. Troy Heavy Haulage intends to consult with any affected party or person to address, investigate and resolve the outcome of the complaint.

8.1.2.3 Work Diaries and Documentation

As required by Troy Heavy Haulage and as part of statutory requirements, various minimum requirements of documentation must be carried and completed by the controller of the heavy vehicle. Work Dairy pages and other internal records such as Troy Heavy Haulage Daily Worksheets and load documentation must be completed as directed. Drivers Daily Worksheets and all other documents and records must be kept in good order and filed securely for three (3) years. Dirty, incomplete and/or damaged documents may be returned to you as the creator, for further attention or amendments to ensure the correct data has been captured.

Safe driving plans are to be used when the journey allocated requires the completion of such documentation at a customer's request. The Operations Manager (Scheduler /Allocator) will provide the applicable documentation to be used when this occurs, and the use of these documents will be at the discretion of the driver, or as advised by the Operations Manager (Scheduler/Allocator). Workers must remain in contact with Operations Manager (Scheduler/Allocator) regularly in any shift and communicate information about the load and its destination as advised by the external Schedulers/Allocators.

It is a legal requirement that Troy Heavy Haulage files and maintains copies of all workers' duplicate Work Diary Pages, allocations records, Daily Worksheets or timesheets that account for work performed. All workers are to hand in the completed duplicate pages of their Work Diary Pages each week, or at the latest 21 days after the creation of the record. Breaches or fines received for incomplete or



incorrect Work Diary Pages entries are the responsibility of the driver and not Troy Heavy Haulage. On observation of the detail recorded by the workers on Work Diaries, any noted breach will be notified to the worker for them to take corrective action and be monitored by Troy Heavy Haulage.

It is a requirement that all Troy Heavy Haulage staff complete the required documentation as instructed, and any falsification of records will be treated as a serious breach, prompting disciplinary action and/or retraining as necessary to correct the behaviour. If repeated or particularly serious breaches occur, this could lead to dismissal.

8.1.2.4 Personal Protective Equipment

Troy Heavy Haulage provides Personal Protection Equipment to all personnel for the intended use and must be carried at all times by the worker. It is a requirement to wear issued long sleeve shirts and pants daily as instructed, as advised or where signage is in place.

Personal protective equipment can include company-issued equipment for various reasons and assist you to perform your role requirements. All PPE shall be maintained under the appropriate Australian Standard and replaced on an as needs basis. Workers are required to treat the issued PPE with respect and are obligated to report and equipment to the manager or nominated person if a replacement.

8.1.2.5 Mobile Phones, Smartphones & Ipad

In Australia, it is illegal to use a phone while driving unless you use a hands-free in-car kit or portable hands-free device that does not require the phone to be handled in any way. When using a portable, hands-free device, make sure that it is set up and working before you start to drive.

If a call is unnecessary or you consider it unsafe to answer at the time, don't answer the call and let it divert to voicemail. If you choose to stop to answer or make a call or retrieve a message, pull over carefully in a safe and legal area and ensure the vehicle has the parking brake applied before and answering the call. Some client sites do not allow for phones to be used at all and when this applies, these rules must be adhered with.

8.1.2.6 Passengers

Troy Heavy Haulage prohibits the carriage of passengers in company vehicles unless you are authorised by the Director of Troy Heavy Haulage to do so. Such authorisation will include the name(s) of passengers and the period of authorisation and other related details. In emergencies, e.g. breakdown of another vehicle in remote areas drivers may be authorised to use their best judgment of the circumstances. If possible, notify the Operations Manager (Scheduler/Allocator) by the available means of contact and consult with them as required.

8.1.2.7 Seat Belt Use

Troy Heavy Haulage expects that all drivers of company vehicles must wear a seat belt at all times when in control of any type of company vehicle. It is a legal requirement that all drivers of any type of vehicle that a seat belt must be worn and Troy Heavy Haulage requires all drivers to adhere with these road laws.

8.1.3 Disciplinary Procedure

To ensure unacceptable behaviour and performance is modified to meet the expectations of the organisation. The most effective method of modifying behaviour or performance is by reward or

recognising appropriate behaviour and performance. Expected behaviours will only be observed if they are enforced. Failing to correct behaviour is a de-facto acceptance of it.

This instruction details steps to be taken once Disciplinary Action is considered necessary at Troy Heavy Haulage.

8.1.3.1 Definitions

Unacceptable Behaviour Any breach of Troy Heavy Haulage company policies; and/or any Act that compromises the safety of fellow work colleagues.

Unacceptable Performance Failure to maintain work standards or adhere to Procedures, work instructions and/or Supervisory direction.

8.1.3.2 Avoidance of Disputes

Management at Troy Heavy Haulage is committed to working cooperatively with employees and to address any concerns about employee behaviour and performance. However, there is a primary responsibility to ensure the welfare of all employees and ongoing business concerns.

To ensure this responsibility is met, the following checklist should be used as a guide to determine the need for Action:

- Is the conduct potentially dangerous or could it lead to a financial loss?
- Does the conduct show deep disrespect for those in authority?
- Is the conduct a type that others will be encouraged to copy?
- Is halting the behaviour fundamental to the successful performance of the job?
- Is the conduct in breach of a rule that is normally enforced?
- Does the conduct offend or irritate other workers?

If the answer to any of the above questions is YES, then action must be taken.

Each case will be investigated, and the appropriate level of discipline shall be determined after consideration of the employees' work history and any mitigating circumstances.

8.1.3.3 Definition of Disciplinary Categories

Category 1 – Minor

Examples of unacceptable actions, but not limited to;

- Absenteeism,
- Inefficiency and poor performance,
- Punctuality,
- A minor breach of safety regulations,
- Leaving the workplace without permission

Appropriate Discipline

- 1st Occurrence - formal warning & counselling.
- 2nd Occurrence - formal warning & counselling.
- 3rd Occurrence – Dismissal.

Category 2 – Major

Examples of unacceptable actions, but not limited to;



- Negligence,
- Lazy, Idle, Ineffective,
- Breach of safety requirements

Appropriate Discipline

1st Occurrence - formal warning & counselling.

2nd Occurrence – Dismissal.

Category 3 – Extreme

Examples of unacceptable actions, but not limited to;

- Breach of safety requirements – resulting in, or the potential to cause, serious risk to public or personnel,
- Possessing or consuming alcohol or other drugs on the job,
- Deliberately damaging Company property and personal property,
- Falsifying timesheets or Doctor's Certificates,
- Mistreating/ abusing a workmate or supervisor,
- Testing non-negative to alcohol or other drugs when undergoing test/s following initial non-negative result test,
- Driving company light vehicles whilst over the legal limit of 0.05,
- Driving company heavy vehicles whilst over the legal limit of 0.00,
- Speeding in a company vehicle more than 15km/h over the posted speed limit,
- Refusal to undergo testing for alcohol or other drugs,
- Theft of company or client property,
- Bringing the company's name into disrepute,
- Operation of plant and/or equipment under the influence of drugs or alcohol

Appropriate Discipline

1st occurrence – Dismissal.

8.1.3.4 Counselling

In this process, the Operations Manager (Scheduler/Allocator) or delegated Supervisor shall attempt to establish if there are reasons behind the performance or behaviour issue that management is concerned about. For this stage to be effective, the Operations Manager (Scheduler/Allocator) and/or Supervisor must make a genuine attempt to understand the employee's views about management's concern. The Operations Manager (Scheduler/Allocator) should ascertain whether or not the company believes it can offer assistance to the employee.

A File Note should be made of any counselling sessions and placed in the employee's personnel file.

8.1.3.5 Formal Warning

Where the Company believes unacceptable work performance or behaviour warrants formal action, the employee will be given a formal written warning by his/her direct supervisor. This written warning will indicate management's position on the following:

- What is expected and required of him/her?
- Where and how he/she has failed to meet the required standard;
- What they must do to reach the required standard;
- What the consequences will be if failure to improve as required.



This warning shall be prepared in consultation with the relevant Supervisor (regarding company policies or relevant Act that may have been breached)
 With this warning, as with any other warning, the employee concerned will be allowed to respond to the warning and the reason for the warning being given.
 If management believes there has been no repetition of the concern with performance or behaviour for a period of Twelve (12) months, the warning will expire.

8.1.3.6 Repetition of Misdemeanours After a Lapse of Warnings

In the case of an employee whose first warning has lapsed, where management believes there has been a repetition of the concern or similar concern with performance or behaviour, a first warning shall be again issued.

8.2 Resources – Plant Equipment & Infrastructure

8.2.1 Pre-Trip Inspections

Good driving or vehicle operation consists of far broader knowledge than merely knowing how to operate the controls. Troy Heavy Haulage provides training and resources to drivers to be used and to perform and record findings of the conducted vehicle assessment.

At the point of commencement, workers are to adhere to the instruction and resources provided when conducting a check of the vehicle. Training and assessment through the sharing of knowledge will enable the driver to become familiar with the terminology, parts and increase the driver's alertness expected to the point of recognising warnings of impending mechanical difficulties. The daily Pre-Trip inspections are a simple safety check performed by the driver which, acknowledges and records an outcome of the vehicle's safety. As part of the Pre-Trip Inspection, the assessment deems the vehicle is safe to operate within the limits of the inspection and the driver's inspection capabilities.

The daily 'Pre-trip Inspection' is meant that as the worker (controller of the heavy vehicle or equipment) they must take the required time each working day, to check several important points concerning the safety, reliability and performance of the truck and/or trailer or equipment.

Workers should always consider the possibility of vehicle tampering or accidental damage while they are parked. Therefore, the vehicle must be checked before it is again placed in service, hence the need for a Pre-Trip inspection to be conducted every time the vehicle is stopped and the worker is active around the exterior.

The vehicles worker (controller of the heavy vehicle or equipment) is to make a pre-trip inspection circuit on the prime mover and all trailing equipment, to be conducted at the start of every shift and regularly throughout the day.

This visual inspection should include an examination of the ground under the vehicle for evidence for leaks of fuel, oil or water and if any leaks are found investigate the cause and report this as a fault.

While the vehicle is in service the driver should be on the alert to detect slight changes in vehicle performance and operation, if believing something is wrong, the driver should not make the mistake of passing it off with the thought that the condition will right itself. More often than not, unattended irregularities become steadily worse to the point where it could be unsafe and/or stop the vehicle.

8.2.2 Mandatory Pre-Trip Checklist

Itemised vehicle inspections should be completed to ensure vehicle-specific items are inspected regularly and a focus on certain wear parts is completed, to reduce risk of failure.

8.2.3 Maintenance Schedule Frequency

The Operations Manager (Scheduler/Allocator) will look at service and preventative maintenance reports when allocating vehicles and trailing equipment and equipment to trips and will take into account the next services and or preventative maintenance due before allocating to loads.

The Troy Heavy Haulage fleet is periodically maintained to the relevant intervals as recommended by the manufacturer. Servicing of vehicles will be scheduled as per kilometres travelled per week. Speedo readings as recorded on the Drivers Daily Worksheet are transposed to a service schedule summary to be used to forecast workload for the mechanic. Workers are also informed of due services, as the vehicles have an affixed service label positioned on the windscreen and this is changed over at every B service performed. Services can be performed as per the scheduling process and records retained for work completed and the document can be used to forecast static services at set periods per vehicle.

Services are completed by a qualified mechanic trained in the process as per the indicators on the used service sheets and may refer to the Table of Tolerances, as set by the authority. Repairs and services are recorded on the internal standard form and resource known as Truck Service (A, B or C) and Trailer Service Sheets. These structured documents are required to populate with all mechanical repairs and services completed. These records must be retained for the life of the vehicle and trailing unit and secured for auditing purposes.

An **"A" service** is completed as per the manufacturer's recommendations. This service is recorded on the internal standard form and filed per individual truck. – 10,000kms OR 150 Hours

Any **"B" service** is completed as per the manufacturer's recommendations. This service is recorded on the internal standard form and filed per individual truck. – 20,000kms OR 300 Hours.

Any **"C" Service** is to be completed at the least, annually. This inspection is to be performed as per the manufacturer recommendations and records are to be retained – 300,000 kms.

8.2.4 Annual Heavy Vehicle Inspection Checklist – NHVAS Maintenance

Under NHVAS Maintenance, all nominated vehicles must undergo an annual mechanical inspection that is recorded using the NHVR Heavy Vehicle Inspection Checklist for both Trucks and Trailers (see on following page) or a document that meets the minimum requirements of this checklist.

The inspection must be conducted by a suitably qualified person or by a person supervised by a suitably qualified person. The inspection will be carried out at the time of a "C" Service when required or inline with the vehicles registration however, regardless it must be at least annually



Version 1.0
February 2021

Heavy Vehicle Inspection Checklist

This checklist is used to complete a vehicle inspection that meets maintenance management standard 4 criteria(4). The inspection must be completed or supervised by a suitably qualified person whose name and signature must appear on the form.

Registration #	Owner's Details
Reason for Inspection	Inspection location
Inspection Date	Make
Inspection Time	Model
Odometer	VIN #
Registration Expiry Date	Vehicle Colour

Cross out those items not applicable.
Tick for Pass Cross for Fail

Item	Pass	Fail
Identification		
1 Registration Plates Affixed and Legible	<input type="checkbox"/>	<input type="checkbox"/>
2 Compliance Plate Affixed	<input type="checkbox"/>	<input type="checkbox"/>
Lights / Electrical		
3 Park / Tail / Number Plate / Clearance	<input type="checkbox"/>	<input type="checkbox"/>
4 Head Lights / Auxiliary Lights	<input type="checkbox"/>	<input type="checkbox"/>
5 Brake Lights	<input type="checkbox"/>	<input type="checkbox"/>
6 Bulb/Clens / Lenses	<input type="checkbox"/>	<input type="checkbox"/>
7 Warning Device / Turning Indicators	<input type="checkbox"/>	<input type="checkbox"/>
8 Wipers / Washers	<input type="checkbox"/>	<input type="checkbox"/>
Glazing		
9 Material / Visibility	<input type="checkbox"/>	<input type="checkbox"/>
10 Window Operation	<input type="checkbox"/>	<input type="checkbox"/>
Seats / Seat Belts		
11 Mountings / Construction	<input type="checkbox"/>	<input type="checkbox"/>
12 Fitting / Operation / Condition	<input type="checkbox"/>	<input type="checkbox"/>
Wheels & Tyres		
13 Wheels / Security	<input type="checkbox"/>	<input type="checkbox"/>
14 Wheel Bearings	<input type="checkbox"/>	<input type="checkbox"/>
15 Tyres Tread Depth & Condition	<input type="checkbox"/>	<input type="checkbox"/>
Body / Fittings / Protrusions		
16 Corrosion / Security / Damage	<input type="checkbox"/>	<input type="checkbox"/>
17 Door / Bonnet / Catches	<input type="checkbox"/>	<input type="checkbox"/>
18 Rear Vision Mirrors	<input type="checkbox"/>	<input type="checkbox"/>
19 Rear Marker Plates	<input type="checkbox"/>	<input type="checkbox"/>
20 Body Fittings / Bumper Bars	<input type="checkbox"/>	<input type="checkbox"/>
Tow Couplings		
21 Auto Tow Couplings	<input type="checkbox"/>	<input type="checkbox"/>
22 Ring Pin / Skid Plate	<input type="checkbox"/>	<input type="checkbox"/>
23 Tow Eye / Drawbar / Safety Chains	<input type="checkbox"/>	<input type="checkbox"/>
24 Ball Race Turn Table	<input type="checkbox"/>	<input type="checkbox"/>
25 Goose Neck	<input type="checkbox"/>	<input type="checkbox"/>

Notes:
 1. If manufacturer specifications are unknown refer to the Heavy Vehicle Inspection Manual for minimum requirements.
 2. For a heavy vehicle built after 1930, the service brake must bring the vehicle or combination to a stop within 16.5m from a speed of 30km/h.
 3. Trailer breakaway protection must be checked for operation.

Name: _____ Signature: _____

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Version 1.0
June 2021

Heavy Trailer Inspection Checklist

This checklist has been provided as a guide to the types of information that may need to be collected, or components that need to be inspected, during a vehicle inspection. This checklist is not a reason for rejection.
* These fields are not mandatory.

Registration #	Owner/Details
Reason for inspection	Inspection location
Inspection date	Make/model*
Inspection time*	Body type*
Registration expiry date*	Main body colour*

Cross out those items not applicable.
Tick for Pass Cross for Fail

Item	Pass	Fail
Identification		
1 Registration plates affixed and legible	<input type="checkbox"/>	<input type="checkbox"/>
2 Compliance plate affixed	<input type="checkbox"/>	<input type="checkbox"/>
Braking		
3 Brake components	<input type="checkbox"/>	<input type="checkbox"/>
4 Breakaway protection	<input type="checkbox"/>	<input type="checkbox"/>
5 Service brake	<input type="checkbox"/>	<input type="checkbox"/>
6 Park brake	<input type="checkbox"/>	<input type="checkbox"/>
7 Brake connections	<input type="checkbox"/>	<input type="checkbox"/>
Couplings		
8 Drawbar	<input type="checkbox"/>	<input type="checkbox"/>
9 Towing attachments	<input type="checkbox"/>	<input type="checkbox"/>
10 Skid plates	<input type="checkbox"/>	<input type="checkbox"/>
11 Kingpins	<input type="checkbox"/>	<input type="checkbox"/>
12 Safety chains	<input type="checkbox"/>	<input type="checkbox"/>
Wheels, Tyres and Hubs		
13 Wheel/rims	<input type="checkbox"/>	<input type="checkbox"/>
14 Wheel nuts/washers	<input type="checkbox"/>	<input type="checkbox"/>
15 Tyres	<input type="checkbox"/>	<input type="checkbox"/>
16 Hubs	<input type="checkbox"/>	<input type="checkbox"/>
17 Wheel bearings	<input type="checkbox"/>	<input type="checkbox"/>

Notes:
 1. If manufacturer specifications are unknown refer to the Heavy Vehicle Inspection Manual for minimum requirements.
 2. For a heavy vehicle built after 1930, the service brake must bring the vehicle or combination to a stop within 16.5m from a speed of 30km/h.
 3. Trailer breakaway protection must be checked for operation.

Name: _____ Signature: _____

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8.2.5 Fault Reporting

The worker shall inspect and record any observed vehicle faults that require repair, these observations are to be recorded on the provided resource once a Pre-Trip inspection is carried out, and also throughout the day as identified. Training and the use of the resources are the standing practice in the worker training and education and can be recorded using the Drivers Training Induction Matrix.

Recorded faults shall be communicated directly to the Operations Manager (Scheduler/Allocator) who will coordinate repairs and nominate an internal or external repairer, who will ensure that the fault is rectified. Once the recorded fault is completely repaired, the fault will be closed and records retained as evidence and for auditing purposes.

8.2.5.1 Identifying Faults

If another worker or person identifies a fault on any vehicle, trailing unit or item of equipment, that worker or person must perform then the same recording process. The fault is to be assessed and decision or directive made as to the severity of the fault and instigate the appropriate actions or consult with the Operations Manager (Scheduler/Allocator). Any fault found that the worker considers may compromise the safety of the vehicle or item of equipment, however, the fault is it should be reported to the Operations Manager (Scheduler/Allocator) immediately. The worker is then to follow direction or specific instructions to ensure the prompt repair is organised or the vehicle and or if the vehicle or item of plant is to be tagged 'Out of Service' as required. Assessing of some faults should

be assessed against historical internal information and Table of Tolerances can be referenced if required.

The type of faults that would be typical of this category is, but not limited to: -

• Braking problems	• Loss of critical clearance lights (at night)
• Steering problems	• Loss of wipers (in rain conditions)
• Loss of turning indicators or brake lights	• Structure and bodywork
• Loss of headlights (at night)	• Towing connections such as turntables, ring feeders & drawbar

8.2.5.2 Assessment of Fault Repairs

All major faults reported formally or verbally must be assessed professionally by the Troy Heavy Haulage contract repairer or internal maintenance staff only when instructed by the above mentioned:

The Troy Heavy Haulage Operations Manager (Scheduler/Allocator) in consultation with external service providers or internal workshop staff will reference the defective items to decide on the appropriate actions. This would include the following options: -

Minor fault:

- Record on provided resource for assessment at the next service if unable to fix immediately.

Major or Safety related fault:

- Organize urgent repair as soon as practical, and record on the provided resource.
- Tag 'Out of Service' if the fault is dangerous, causing risk or affects the safe operation.

Condition to be monitored:

- Record on the provided resource record, indicating what is to be monitored, at what intervals, and by whom.

8.2.5.3 Corrective Actions for Faults

Records must show what action has been taken with each fault reported preferably on the reporting documentation as well as service records Truck Service (A, B or C) and Trailer Service Sheets. The used resources have provision to record staged detail to be used to communicate to all parties. Completed records of work, faults, and repairs must be retained for the life of the vehicle or item of equipment.

Typical actions would be: -

Repair complete	Fault to be monitored
Parts required/ordered	Bring to Workshop
Repair next service	No repairs needed

Monitor Fault: -



Fault to be monitored identifying the upper limit of the monitoring period. This would be the next scheduled service date unless daily monitoring of the fault by the driver determines that the fault must be rectified earlier.

Deferred Fault: -

Where a fault is deferred until later e.g. next scheduled service or until receipt of parts, the upper limit of the deferred period would be the next scheduled service date unless daily monitoring of the fault by the driver determines that the fault must be rectified earlier.

Not Repaired: -

If, after testing or an inspection by a suitably qualified person, a fault is considered not needing repair i.e. in the situations mentioned above, if the fault is not repaired immediately the decision and the name of the person making this decision is to be recorded on the provided resource record and details described.

8.2.5.4 Out of Service

Vehicles deemed to be un-roadworthy or unsafe are to be tagged 'Out of Service' and the person in control must remove and secure the keys. Additional to that control, this person must also affix an 'out of service tag' and record the name on the tag as the contact person.

When fitting an 'Out of Service' tag, the person must:

- Fit 'Out of Service' tag and secure the vehicle- remove keys, apply isolation switch
- Place keys in control of nominated contact person as advised on the tag
- Record the fault/s observed on the provided resource record as the initial means of communication
- Record on the provided resource record who is holding the keys to the isolated vehicle or item of equipment.

Workers who observe a fitted 'Out of Service' tag must not remove the tag and operate the vehicle. Out of service tags can only be removed by the person who originally placed the tag on the vehicle or item of plant.

Any repairs completed must be documented in the service history records of the vehicle, as a form of communication both initially and ongoing.

Any worker who observes a fitted 'Out of Service' tag fitted to any company vehicle must follow the below staged process:

Vehicles fitted with 'Out of Service' tags - MUST NOT BE OPERATED

The worker must contact the Operations Manager (Scheduler /Allocator) immediately for further instruction and must not commence work until advised to do so.

8.2.6 Tampering With Equipment

NO Unauthorised adjustment of, or tampering with Troy Heavy Haulage equipment, including on-board computers, fuel pumps, speed limiters, Dashcams, GPS Equipment, phones etc., and any equipment mounted on the vehicle, will be tolerated. Any abuse or misuse of company property is considered gross/wilful misconduct and will result in disciplinary action and is cause for dismissal.



Services are completed as per the indicators on the used service sheets being Truck Service (A, B or C) and Trailer Service Sheets, there is an item inspection to record checking of this equipment has been undertaken. Equipment checked with electronic instruments, download or summary reports must also be retained specifically to the vehicles operating system or emissions discharge rating.

8.2.7 Speed Limiters

All company heavy vehicles have been fitted with a speed limiter device as provided during the manufacture of the vehicle and set to the legally allowed limits. Fitting of such devices is to ensure that the vehicle does not exceed the maximum permitted speed of 100 km/h or as per the vehicle's driveline ratios allowable and achievable speed. The speed limiters are checked periodically to ensure that they are operational through various methods both physically, visually and electronically. Records of inspection and downloads are to be retained.

As per the vehicle servicing program, a visual inspection of the vehicle and road test is completed to assess that all applied speed controls are operative. The vehicles will periodically be assessed by the manufacturer or other service providers who have access to the tool required to download stored data from the engine management system. The setting of the controlled or allowable maximum speed for the vehicle must be within the legal limits.

Any adjustments to the vehicle's limits will always be under controlled circumstances and by a professional person. Should any device that is observed which appears to have been tampered with or not operating within the legal limits, not in its natural state, had any interference or has been damaged, must be formally reported before any work being conducted. A formal record of inspections, defined observations, outcomes of assessments, and scheduled adjustments as and when these occur are to be created and signed off and retained as legal evidence. Any records of any adjustments are to be signed off by a professionally trained person and a second signature by a superior person or manager, as proof the work performed is within the legal limits, must be recorded before the release of the vehicle.

Any abuse or misuse of company property is considered gross/wilful misconduct and will result in disciplinary action and is cause for dismissal.

8.3 Training & Education

All staff and workers will be required to participate in on-going training as directed by Troy Heavy Haulage Director. Training can include in-house or external training on operational procedures as well as important safety matters. All training will be competency-based, meaning that staff and employees will be assessed to ensure that they understood the training and achieved the required results; a record of the completed training will be retained. Practical assessments may be undertaken for heavy vehicle drivers and this will be recorded on Driver Competency Checklist. This and other forms are used to determine and evaluate the training needs and comprehension of the information by staff and workers of the worker being assessed and record to be updated as they occur in the Training Register.

Re-evaluation of staff and worker's ability to perform as per the provided training may include but is not limited to:

- Internal process and completion of Troy Heavy Haulage documents and procedures
- Role-specific training in new technologies and systems improvements
- Administration training, including scheduling and rostering and managing fatigue
- Operation of vehicles and plant used in the operation or being introduced and evaluated



- Chain of Responsibility obligations and awareness for staff and employees
- First Aid, Emergency Response and other training required with the scope of the business operations
- Hazard identification and assessment

Internal training on the Troy Heavy Haulage systems and procedures may be completed internally or by an external professional as selected by the Director.

8.3.1 Training Needs

Troy Heavy Haulage conducts internal reviews periodically on their systems and procedures. This process is to assess or determine the training needs as required, cross-referenced against personnel files for competency, licences and previous training courses completed by each staff member or employee. Essentially the intent of the complete internal review will assist the company to identify all observed training required, based on recorded internal nonconformities as registered against a task/process or staff member or employee already within the company.

The analysis of information and records provided will lend assistance to identify information, training or retraining needed. Alternatively, it can be used to plan training courses which might be provided by the Director or through external resources, which can provide industry training relative to the needs required.

Troy Heavy Haulage will provide training solutions and alternatives to promote lasting behaviours in support of the company goals and will ensure the level of training or instruction provided is suitable to each staff member or competent person. This may be accomplished by reviewing and employing relative work processes and securing the best available external training provider, that is available to the relevant areas required.

The summary of training listed in the Troy Heavy Haulage Training Group Index table is formatted as a guide only and should not limit the options provided to staff or employees. As new processes and equipment are procured, Troy Heavy Haulage Director will ensure that consultation does occur and training or instruction is available to comply with the statutory obligations to be adhered to by the company.

8.3.2 Training Responsibilities

The Director in conjunction with any External Training Provider is responsible for ensuring appropriate training and/or education is conducted to ensure the effective operation of the internal Chain of Responsibility Management System Manual adhered to by Troy Heavy Haulage.

All completed training records and the scheduling of future training is to be recorded internally.

8.3.3 Skills Assessment

This firstly requires that training/education needs to be identified for the appropriate persons involved with the existing Chain of Responsibility Management System Manual and as per the position and responsibilities being completed.

Ongoing training will be determined by analysis of training need, relevant to operational standards, expectations of the Director and newly introduced processes.

Filled Sample

Training needs	Skill Gap			Operational Impact			Priority Ranking	Training Solution
	Low	Med	High	Low	Med	High		
Induction training for any newly recruited staff and workers.		✓					2	Worker training in internal system, processes, responsibilities and company expectations
Training for new Operations Manager (Scheduler/Allocator)			✓		✓		1	Training in rostering, scheduling and load allocation to purpose-specific or suitable vehicles and equipment.
CoR requirements overview to new Scheduler/Allocator			✓			✓	3	Overview training in operation completed by internal/ external training provider.

8.3.4 Task-Related Training

The training methods will ensure that training and education are performed in a manner appropriate to the need. This may include face-to-face meetings, on-the-job instruction and assessment, toolbox talks, letters, the supply of manuals or extracts, allowance for recognition of competency, as well as assistance from others external to the company. Following Company Induction, the initial record to be completed and can be the reference document for related training is Driver Safety Observation and is an assessment tool to be used for the operation of heavy vehicles as a process to reduce risk.

Any additional or replacement staff or drivers (where and if used) must be given training on the policies, procedures and work practices contained within this manual relevant to this operation within **7 days** of commencing duties. Unless drivers are expected to be involved in carrying loads of increased mass limits, then training shall be performed before the commencement of their duties. All training will be recorded using the Drivers Training Induction Matrix.

8.3.5 Recognition of Prior Learning and Competency

The Director or the External Training person may recognize the prior learning and competency of persons who meet the required performance levels and have documented evidence of prior learning or training by way of recording them as competent to perform those functions by using and having them sign training forms.

Upon completion of training/education, the Director or the External Training person is to sign off and date individual employees training, indicating successful completion of training/education in the Driver's Training Induction Matrix as the internal tracking of performed training.

Structured Toolbox meetings are to be conducted using an agenda and a record of attendance sheet is to be taken as a record of training having been delivered. Records of each individual's prior learning and certificates of competency will be kept in that individual's personnel file and record updated by Administration staff in Drivers Training Induction Matrix.

8.3.6 Training Group Index

The Director of Troy Heavy Haulage will ensure that each staff member and employee have the opportunity to expand their knowledge and skills within the business. Each staff member and employee is to have been assessed during the engagement process and employed with observed experience or skills relevant to their prospective position. Post commencement, a career path within Troy Heavy Haulage is adequately prepared for each staff member or employee and minimum requirements remain under ongoing review during their employment.

Training records and other information provided will be recorded; all training conducted will be included in the Driver's Training Induction Matrix. All formal records and comments must be reviewed by the Director as part of the conducted internal annual review. Results of the training completed relevant to the position will be assessed at periodic intervals, so that the level of future training to be provided can be determined.

Training records will be maintained in the internally used document know as Drivers Training Induction Matrix and this retained information will be assessed to:

- Track the individuals training needs and requirements versus completed training;
- Track required refresher-training dates; to be completed as the industry evolves;
- Track structured On the Job Training completed and client inductions;
- Maintain records on each staff member or employees progress.

ATTENDEES & TRAINING DESCRIPTION	DIRECTOR	ADMINISTRATION	WORKERS	TEACHING MATERIAL TO BE USED
INTERNAL COMPANY INDUCTION	X	X	X	CoR Management System Manual and industry information. Instruction on SWMS used in the daily tasks, Client specific inductions
CHAIN OF RESPONSIBILITY	X	X	X	Internal or external training information and courses completed. Including Scheduling and Fatigue management practices.
WORKPLACE ASSESSMENT- WHS and ENVIRONMENTAL AWARENESS		X	X	Worker assessment forms used, Risk Assessments or skills observation for Admin and operations and processes.
PERSONAL PROTECTIVE EQUIPMENT		X	X	Physical demonstration of the correct process of application and use.
POWERLINES AWARENESS		X	X	Internal training on Work Instructions and SWMS
SAFETY RULES FOR WORKERS INCLUSIVE OF MASS, CoR AND DIMENSIONS OF COMPANY VEHICLES	X	X	X	Client-specific inductions and industry information. Chain of Responsibility information and guidance information ON MASS and Dimensions,

All newly appointed staff members and or workers shall be assessed during a probationary period and duration nominated by Troy Heavy Haulage Director. All completed training will be logged in the Driver's Training Induction Matrix and may be assessed as part of any remuneration review or alignment.

8.3.7 Driver Assessments

Before and once appointed, Troy Heavy Haulage will appoint a competent person from either internally or sourced externally to assess the driving and operational skills of all new and existing heavy vehicle workers (controller of the heavy vehicle or equipment). The assessment of workers must be completed by a competent person, who holds an equivalent licence and skill set. Other attributes will require the driver assessor to have professional communication and operational skills to complete the assessment.

The use of the Driver Competency Checklist as the assessment tool to record and assess initially and regularly thereafter. The ongoing training and evaluation of driving skills and techniques and operational skills relative to the position can be assessed. The use of the internal form will record this training and the form has the nominated scoring to be applied for each assessed skill. Workers may need further assessment or instructions and this is to be progressively recorded and actioned as per the assessor's recommendations.

8.4 Awareness

8.4.1 Company Induction Process

All staff and workers must undergo a relevant company induction and assessment of knowledge when first engaged, by the *Director* responsible for Troy Heavy Haulage. This induction shall cover items to be presented and focused on, but not limited to the items as listed in the Driver Competency Checklist.

Introduction to the Troy Heavy Haulage Chain of Responsibility Management System Manual will provide an overview of the business, management, the objectives and targets set and the expectation of the person that is being engaged.

Introduction to office, facilities and a process of meet and greet the immediate staff, including a walk of the operational location/s or projects to show the person that is being engaged, of all facilities. As part of the introduction to operational processes being undertaken at the location, will identify any high-risk activities present and communicate these through the Company Risk Register.

After the Company Induction Process, each person must acknowledge receipt and sign off the on the Employee Acknowledgement located at the rear of the Troy Heavy Haulage Chain of Responsibility Management System Manual and other records will be created and retained. When any amendments are made to the controlled document, further consultation will be completed and additional records will be created as evidence this has occurred.

The requirements and obligations of the systems and procedures in place are to be communicated to all internal and external contractors and visitors. The display of the Troy Heavy Haulage policies in prominent positions within the business is a demonstration of the commitment by management to CoR requirements and other applicable laws. All subcontractors engaged are to undergo the same induction process, training and be provided with a copy of the required information to communicate the position of the business.

8.5 Communication

8.5.1 Internal Communication

Management of Troy Heavy Haulage recognises that the involvement of staff, workers and other stakeholders is essential in the management, reducing or controlling of associated risks, Chain of Responsibility requirements, and identifying potential hazards that can be eliminated, or minimised before injuries or breaches occur.

Toolbox Talks will be used to help manage safety and fatigue, to provide a forum for workers to have their say about safety & fatigue issues and to help ensure awareness is maintained throughout the company.

Where required specific safety and fatigue issues will be raised, accidents reviewed, SWMS developed and presented for evaluation and familiarisation or safety alerts discussed.

Regular communication does occur internally via regular processes both verbally and formally. Troy Heavy Haulage conducts and records Toolbox meetings, bulletins, company notice boards shall be used to communicate information regarding fatigue, safety, etc.

Emails or site inductions will be used to communicate to visitors and service providers of Troy Heavy Haulage clients with the Social Media Statement and requirements of the company.

Other forms of communication include the display of compliance statements and policies that have been created and approved by the Director within the business operations. A key component of communication is the Chain of Responsibility Management System Manual and supporting documents used as tools within Troy Heavy Haulage.

8.5.2 External Communication

Customers of Troy Heavy Haulage will be communicated with regarding the roles, responsibilities and requirements of the company when it comes to Chain of Responsibility compliance. Troy Heavy Haulage will choose to conduct business only with organisations willing to participate fully in their obligations to CoR compliance, and performance in this area will be monitored and held accountable. Customers are a key focus of the business and regular interaction is required to enhance commercial relationships.

8.6 Records & Documentation

8.6.1 Document Control

This Chain of Responsibility Management System Manual was initially created and will be continually managed by Troy Heavy Haulage Director and all supporting Procedures, Forms, Safe Operating Procedures, SWMS, Work Instructions and processes are to be controlled and reviewed periodically by the Director and consulted with the advised staff member under their instruction. Document identification will ensure all documents have the company name, version number and revision date as an indicator of the amendment date, to be reviewed periodically.

This standard identification procedure is to be applied to all related documents and forms being used within this manual, all obsolete records shall be maintained for three years or as needed and logged into the amendment table. On approval from the Director, all amended document changes will be

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Distributed by:	ProDrive Compliance Group	Approved by:	Barry Troy
		Review by:	May-24

filed and accessible within the electronic filing system structure. All obsolete documents will be held in the same secure location as determined by the Director. All amendments to the Chain of Responsibility Management System Manual are to be tracked through 'track changes', this process will allow the 'changes only' to be communicated to any persons, contractors, clients for instruction, awareness or training.

All amendments to any document related to the manual or used in the operator's processes will be recorded in the applicable register. The distribution of this Chain of Responsibility Management System Manual will be recorded in the register within this document and will be recorded as Controlled or Un-Controlled.

8.6.2 Document Tracking Process

Before issuing a controlled document (or a revision), the Director of Troy Heavy Haulage will approve or assign the rights to approve or verify that the document is legible, that the identification box on each page has been correctly filled in and that the document has been reviewed/approved by the designated person.

All documents will make use of the Track Changes facility within the Microsoft office suite. When creating a new revision of a document the following procedure will be used;

- Save as doc to new revision number-draft.
- Accept all changes in "track changes".
- Ensure track changes are "on".
- Carry out changes
- When read to publish – remove draft from title and export to PDF
- Move old revision of document to superseded folder and store electronically, as non-accessible to any persons other than the Director or system administration person
- Place a new file in an area visible to all staff, either in soft or hard copy
- Distribute accordingly, with consideration to contractual and legal obligations under commercial arrangements
- All amendments to any document related to the manual or used in the operator's processes will be recorded in the register.

The register distribution of this manual will be recorded in the register including other details, as the final process of monitoring. This will also be a useful tool if further information is to be disseminated relating to legal or other changes required to meet the compliance obligations of the business.

8.6.3 Amendment Process

The Director of Troy Heavy Haulage is responsible for ensuring that the amendments to this Chain of Responsibility Management System Manual are developed, produced and incorporated in the following manner:

- The Director will retain a SOFT COPY of this manual and be responsible for assisting and creating the new revisions as required.
- New revisions will show the current revision number and approval date in the footer of each page.



- Consecutive revision numbers will be used and the Contents Page will be updated to show the current location and page numbers for each section of the manual.
- A list of amendments will be shown in **Amendment Record Register** of this manual identifying who requested the amendment, who is incorporated the amendment, the date of the amendment, the pages and/or Section which were affected, and a brief reason for the amendment and the revision number.
- Consecutive version/issue numbers will be used to identify when the total document is replaced.
- The Master Controlled Copy (HARD COPY) of this Chain of Responsibility Management System Manual I will be issued to the Director. Other controlled copies (HARD COPIES) will be issued to relevant staff members as needed and recorded in the issue register.
- The Director will distribute the Master and other Controlled copies of the manual when required.
- The Director is responsible for recording any required amendments on the Amendment Record of the Master Controlled Copy of the Chain of Responsibility Management System Manual.
- Any documents/procedures amended in any audit period must be retained for a minimum of 3 years.
- No uncontrolled copies will be issued but specific pages will be utilized for Training and Audit purposes and stamped or identified as an "UNCONTROLLED COPY".

8.6.4 Document Approval and Issue

The Director is responsible for ensuring that all policies and procedures, records, work instructions, Safe Operating Procedures, systems and any other documents required in this Chain of Responsibility Management System Manual, are approved, signed and dated by the Director after approval.

If more than one copy of the Chain of Responsibility Management System Manual is in circulation at the time of amendment(s) being produced, then each copy will be updated as soon as possible, and records are to be maintained of these events as they occur.

8.6.5 Access to this Manual

This Chain of Responsibility Management System Manual has been assembled in the interests of management, employees, customers and suppliers. Additionally, all key personnel will be issued with a copy (hard or soft to be advised and subject to location and accessibility), or relevant extracts of this Chain of Responsibility Management System Manual and will thus give every person ready access and understanding of their obligations and the position of Troy Heavy Haulage. Additional copies will also be available on request and approval from the Director. This Chain of Responsibility Management System Manual is copyright and may contain sensitive intellectual information and must be protected in the interests of the company. For these reasons, any copying or distribution outside of this organisation must be formally approved by the Director.

8.6.6 Distribution of Controlled Copies

Copies of this Chain of Responsibility Management System Manual are issued to the nominated parties on a distribution list. Controlled copies are kept fully up to date at all times and identified with the copy number and the recipient's position.



If copies of this manual are distributed to nominated management, staff or external stakeholders, a register is to be maintained to record details of whom the manual is issued to, the date of issue, and the manual serial number, on a **Manuals Distribution Register**.

When the Chain of Responsibility Management System Manual is returned to management for any reason, this return will also be recorded on the same register.

8.6.7 Document Security and Data Change

Under the instruction of the Director, any updates to our internal documents in response to a demand from customers, improvement reports, and audits of the system will be within their control. When management revises a document, we ensure that the revised document is distributed to all recipients on the distribution list.

Our document and data control procedures cover:

- The removal of obsolete documents.
- The segregation and other requirements for retention of obsolete documents for legal and other purposes.
- Identification of documents under the company's name

All stored documents, including completed forms and other records, will be filed so that they are easily retrieved at the point of use. Our computer records are backed up using computer file back-up procedures as per the structure configured by our external IT provider. Where possible, we store computer based back-up copies of documents at a location remote from the location of the original file. Security of information is a legal requirement of records and personal information obtained will remain confidential and stored appropriately.

8.6.8 Records to be Maintained

A system of document control must be in place to ensure only current version documents are referred to regarding the management of Chain of responsibility including, Maintenance, Mass & Fatigue. Documents which later become records must be maintained for prescribed periods to demonstrate compliance to legislated requirements.

Troy Heavy Haulage will:

Implement a system under which documents are approved, issued, reviewed, modified and accounted for following document control procedures.

Ensure that all records are complete, legible, stored, maintained and available for management and review purposes.

Collect, file and maintain relevant records (company, subcontractors and casual labour), some of which may include:

- Risk Assessments;
- Consultation records (toolbox, pre-starts etc.)
- Audit / Review Processes;
- Incident Reports / register;
- Non-conformance reports / register
- Fault Reports / register
- Rosters and Schedules;
- Safe Driving Plans;



- Drivers Work Diary records;
- Subcontractor Management Records.
- Insurances relevant to work being carried out. (workers comp, general, public liability, carriers etc)
- Maintain currency of information of drivers (company, subcontractors and casual labour); some of which may include:
 - Driver personal contact information;
 - Drivers licence for the type of vehicle;
 - Drivers record printout from RMS (max age 12months)
 - Verification of Drivers competency (max age 12 months)
 - Dangerous goods licence;
 - Specific equipment, product or freight carrying licences;
 - Any other training qualifications;
 - Fatigue Scheme accreditation relevant to the driver;
 - medical examination (3 yearly for under age 48, 12 monthly over 48 years of age);
 - Drug and Alcohol Testing;
 - National Driver Work Diary;
- Maintain Currency of information of vehicles (company, subcontractors and casual); some of which may include:
 - Vehicle details register;
 - Vehicle registration papers;
 - Vehicle mass limits;
 - Additional Mass limit documentation (PBS) if applicable;
 - External accreditations (mass, maint etc);
 - Vehicle pre trip inspections;
 - Service records / register;
 - Fault Reports / register;
 - Speed limiter inspection records;
 - Mass calibration check records / register;

9 Operations

9.1 Mass and Dimensions

9.1.1 Route Compliance & Unauthorised Deviation

Troy Heavy Haulage advises workers in control of company owned or operated heavy vehicles that workers are expected to take the most direct legal route when operating any company owned or operated vehicle. Any route selected by the workers must be legally allowable to be used, either when un-laden, or when loaded travelling under General Mass, Concessional Mass or Higher Mass limits.

Therefore, roads selected must only be used when legally allowed subject to GML, CML or HML limits, and axle's weight limits must be compliant to the mass limit of the vehicle being driven. Management does not condone workers using roads or access routes that are not legal or permissible for the mass of the vehicle being driven. Any regular routes over 500km may need to have a Safe Driving Plan created if required by the client or changes in legislation, and will be held in the vehicle for the driver's information and guidance.



Most vehicles on Australia's roads operate with right to access (commonly known as general access), some are restricted from accessing sign posted roads and bridges by virtue of their mass or dimension. Unauthorised deviations and compliance to routes gazetted by the Local or State Road Authorities is essential to protect the road infrastructure, safeguarding the environment, air quality and prevention of accidents.

Workers are required not to operate vehicles on roads that are prohibited or otherwise have load restrictions or conditions or are not approved under CML or HML.

9.1.2 Mass Management

Workers (controller of the heavy vehicle or equipment) will be provided with specific information about the requirements of Mass Management and training will be provided internally, to reassure that all available guidance and information is presented to the Operations Manager (Scheduler/Allocator) and drivers. Workers are instructed to abide to the provided information for each configuration of vehicle and must understand the correct weights per specific vehicle and axle group maximum legal limits.

Workers must verify the tare weights of the vehicles regularly; the process is completed aligned with use of the fitted air gauges and readings, verified when loading on any site with certified weighbridge available. A record of this verification is required to ensure drivers are advised the correct information of gross and net weights. This is to be recorded periodically in the Periodic Axle Weight Register. Drivers exceeding the vehicles legal gross or axle group weights are instructed to adjust the vehicles weight/s PRIOR to departing the loading site. Workers are to use available means of weight assessment and measurement to ensure the vehicle is conforming to its legal achievable weight, both per axle, axle group or gross. Workers will be accountable for any breach of weights if all available processes of measurement and assessment have been used and their personal actions have caused a breach.

Troy Heavy Haulage does not condone overloading of company owned and operated vehicles and has the intent to provide workers with information and knowledge of Mass limits per vehicle that can be achieved. Worker will be held responsible for complying with mass limits and mass management standards per vehicle as the operator in control. This includes ensuring compliance with axle and gross weight limits, route compliance and the keeping of the required documentation when applicable.

9.1.3 Axle & Gross Mass Limits Table

A Gross Vehicle Mass (GVM) limit is the maximum registered weight that a vehicle can carry, note that a GVM may be higher than the legal limit for that vehicle type. The maximum payload for a vehicle can be calculated by subtracting the vehicles tare weight (empty) from the legal limit or GVM whichever is the lowest figure e.g. 12.0t GVM, 6.2t tare: 12.0 – 6.2 = 5.8t maximum legal payload

Tiers of Weight of Loads across most jurisdictions:

- General Mass Limits (GML)
- Concessional Mass Limits (CML)
- Higher Mass Limits (HML)
- Performance Based Standards (PBS)

The following table is to be used as a guide only and is not to be relied upon to determine the legal mass limits of any truck and/or trailer combination. Please refer to any applicable Vehicle Approval/Permit/Gazette or notice that may apply in the jurisdiction you are travelling in before the vehicle is operated.



Rigid 3 Axle					
Vehicle Type					
GML	6.5*		16.5	23.0 T Gross	
CML#	6.5*		17.0	23.5 T Gross	

Prime Mover and 3 axle Dog Trailer						
Vehicle Type						
GML	6.5*		16.5	9	16.5	48.5 T Gross

Rigid 3 Axle and 4 Axle Dog Trailer (19m)							
Vehicle Type							
GML	6.5*		16.5		13.5	13.5	50.5 T Gross
CML #	6.5*		17.0		Dog Trailer Axle Group Weights as per Individual Vehicle Approvals		Gross as per individual VA's
HML ^	6.5*		17.0				

Rigid 3 Axle and 4 Axle Dog Trailer (20m)							
Vehicle Type							
GML	6.5*		16.5		13.5	13.5	50.5 T Gross
CML/HML#	6.5*		17.0		17.0	17.0	57.5 T Gross

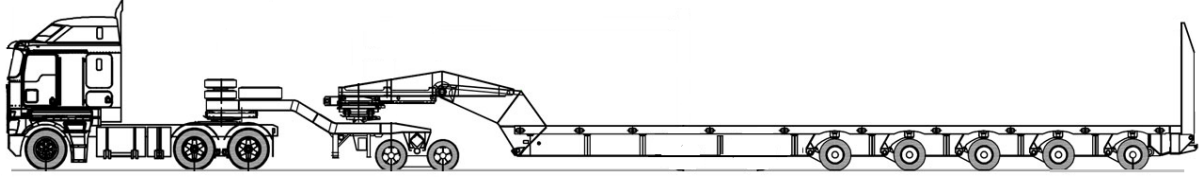


Primemover and Tri Axle Semi-Trailer						
Vehicle Type						
GML	6.5*		16.5		20.0	43.0 T Gross
CML#	6.5*		17.0		21.0	44.0 T Gross
HML^	6.5*		17.0		22.5	46.0 T Gross

Primemover and B Double Combination								
Vehicle Type								
GML	6.5*		16.5		20.0		20.0	63.0 T Gross
CML#	6.5*		17.0		21.0		21.0	65.0 T Gross
HML^	6.5*		17.0		22.5		22.5	68.5 T Gross

Primemover and Tri axle Float (with Dolly)							
Vehicle Type							
GML	6.5*		16.5		Weights vary depending on tyres per row, and permit requirements		Maximum as per Permit
PERMIT	6.5*		18.5				

Primemover and Quad axle Float (with Dolly)							
Vehicle Type							
GML	6.5*		16.5		Weights vary depending on tyres per row, and permit requirements		Maximum as per Permit
PERMIT	6.5*		17.0				

Prinemover and Five axle Float (with Dolly)					
Vehicle Type					
GML	6.5*		16.5	Weights vary depending on tyres per row, and permit requirements	Maximum as per Permit
PERMIT	6.5*		18.5		

Key:

- * - 0.5 tonne reduced off the steer axle load limit if not FUPS compliant
- # - Mass accreditation required and some may require PBS VA
- ^ - IAP (Intelligent Access Program) may be required

9.1.4 Dimension Requirements

9.1.4.1 General Dimensions

Width

The width limit for vehicles is 2.5 metres, excluding rear vision mirrors, signalling devices and side-mounted lamps and reflectors, anti-skid devices mounted on wheels, central tyre inflation systems, tyre pressure gauges, permanently fixed webbing-assembly-type devices, such as curtain-side devices, provided that the maximum distance measured across the body including any part of the devices does not exceed 2.55 metres. Exempt from these restrictions if an OSOM Permit is issued.

Height

The height limit is 4.3 metres unless it is a:

- vehicle built to carry cattle, horses, pigs or sheep on two decks - 4.6 metres
- vehicle built with at least 2 decks for carrying vehicles - 4.6 metres
- OSOM Heavy Haulage under permit

Trailers

On a semi-trailer or dog trailer the distance from the front articulation point to the rear overhang line must not be more than 9.5 metres and the distance from the front articulation point to the rear of the trailer must not be more than 12.3 metres. The maximum forward projection of a semi-trailer, or anything attached to a semi-trailer must not protrude beyond a 1.9-metre arc from the towing pivot pin (King pin).

The articulation point to the rear of a semitrailer may be up to 13.2 metres if the trailer has a distance of not more than 9.5 metres from the front articulation point to the rear overhang line, does not operate in a B-double or road train combination and otherwise complies dimensionally.

Exempt from these restrictions if an OSOM Permit is issued.

Rear Overhang

The rear overhang must not exceed the lesser of 60% of the wheelbase or 3.7 metres.

9.1.4.2 Class 2 vehicle/combination dimensions

What Is A Class 2 Heavy Vehicle?

Class 2 heavy vehicles as defined under the Heavy Vehicle National Law Act 2012 (HVNL) as long as they:

- a) Comply with the prescribed mass requirements and prescribed dimension requirements applying to it; and
- b) Are either a:
 - B-double; or
 - road train; or
 - bus (other than an articulated bus) and that is longer than 12.5 metres; or
 - combination designed and built to carry vehicles on more than 1 deck and that together with its load is longer than 19 metres or higher than 4.3 metres; or
 - motor vehicle or a combination that is higher than 4.3 metres and is built to carry cattle, sheep, pigs or horses; or
- c) Are a Performance-Based Standard (PBS) vehicle.

9.1.5 Vehicle Asset Standards

Troy Heavy Haulage management will ensure vehicle standards meet the regulatory requirements and design is suitable for the intended application process. Any purchase of any new assets will require an evaluation process to be conducted, assuring that all required safety requirements needed are included and that any asset conforms to the current and applicable ADR requirements.

In addition, the company will:

- Provide vehicles and other tools that are suitable for the work being performed
- Provide air-conditioned vehicles
- Ensure safety items are fitted - reversing cameras, out of seat warning alarms, satellite tracking and navigation systems
- Ensure ergonomic seating, entry and egress and any other reported safety matter is reviewed and addressed during this process to ensure suitable controls are adhered to.

Vehicles being modified will be engineered to comply with all relevant legislation requirements. Engineer's reports will be retained for evidence of compliance, and drivers informed of any standard and non-standard changes to the vehicle design.

9.2 Fuel Consumption/Vehicle Monitoring

All vehicles being operated under control of Troy Heavy Haulage will have their fuel consumption monitored. A record of fuel used daily will be recorded through the fuel providers via invoicing/data recording and analysed by Troy Heavy Haulage Director.

Data collated will be used to determine per vehicle consumption and the periodic reporting of litres used per kilometre travelled. This data will be reviewed as part of the internal monitoring and will determine if the vehicles engine is operating within the manufacturer's perimeters of fuel consumption. If the results indicate any deviation to these advised manufactures perimeters, Troy Heavy Haulage will engage suitable actions to rectify the pending issue when observed, of poor performance and ensure the average fuel consumption per vehicle configuration is maintained.

9.3 Driver Fatigue Management Plan

9.3.1 Introduction

The **Driver Fatigue Management Plan** (DFMP) is designed to assist management, staff and workers with the responsibility of complying with regulated driving hours and management of driver fatigue in the operation of a heavy vehicle.

The DFMP applies to all staff and workers including heavy vehicle controllers, schedulers, managers and supervisors responsible for the operation of fatigue regulated heavy vehicles on the road, regardless of the distance travelled. Subcontractors must also adhere to the requirements of the DFMP, when performing work on behalf of Troy Heavy Haulage.

Driver fatigue is not limited to long distance work. This DFMP is to be used for drivers of all heavy vehicles. Contained in this DFMP are specific requirements for drivers undertaking long distance work and exemptions for workers performing local area work.

9.3.2 Definitions

“Fleet Operator” means a Carrier that owns or operates multiple vehicles, and which employs or engages multiple workers, and which offers their services to others in the supply chain.

“Heavy Vehicle / Truck” means a vehicle or a vehicle forming part of a combination if the total of the combinations is over 12 tonne GVM.

“Local Area Work” means work that does not involve Long Distance Driving, including but not limited to pick-up and delivery (or “PUD”) work.

“Long Distance Driving” means a single journey or a series of journeys of more than 500 kilometres, including any part of the journey or journeys where no freight/load is transported if the vehicle is being driven to collect freight/load or to return to a depot/site after transporting freight/loads.

“Self-Employed Carrier” (often referred to colloquially as an owner driver or LOD) means:

i. A partnership that carries on business as a carrier, being a business in which any heavy vehicle used for the transport of freight is driven only by a partner of the business; or

ii. A body corporate that carries on business as a carrier, being a business in which any heavy vehicle used for the transport of freight is driven only by:

- A Director of the body corporate or a member of the family of a director of the body corporate; or
- A person who, together with members of his or her family, has a controlling interest in the body corporate; or
- A member of the family of a person who, together with the members of his or her family, has a controlling interest in the body corporate; or
- Any individual who carries on business as a carrier, being a business in which any heavy vehicle used for the transport of freight is driven only by the individual.

9.3.3 DFMP Responsibilities

It is the duty of management to ensure heavy vehicle driving activities are managed in a responsible and legal manner. In order to achieve this requirement, it is critical that individuals in the supply chain are aware of their specific responsibilities.

Troy Heavy Haulage will:

- Identify all positions involved in the management, operation, administration, participation and verification of the DFMP.



- Document and communicate all authorisations, responsibilities and duties to those individuals bearing DFMP responsibilities. This would normally be done through position descriptions or the like.
- Ensure proper consultation with drivers in the management of fatigue and maintain open lines for exchange of information e.g. toolbox meetings, newsletters etc.
- Ensure that all relevant sections of the DFMP are implemented.
- On an ongoing basis review and where necessary update all authorisations, responsibilities and duties in position descriptions or equivalent.

9.3.4 Planning

9.3.4.1 Scheduling & Rostering

Scheduling and rostering practices must ensure that all trip /work schedules and workers rosters are planned in accordance with the legislated operating limits, as a minimum taking into account worker fitness and the total time for all driving and work activities to be safely completed.

Note: "Schedules" refers to planning work / trips. "Rosters" refers to planning worker shifts.

Rosters and schedules are prepared for employees when the pattern of work has been identified and can be well anticipated on an ongoing regular basis.

Managers, staff and workers responsible for scheduling and rostering will:

- Plan schedules and rosters to be reasonable and achievable under legislative operating limits and in accordance with the appropriate fatigue scheme for the worker.
- Ensure schedules and rosters are documented including any changes made.
- Monitor and review schedules and rosters on an ongoing basis for compliance to legal operating limits including adherence to legal and safe speeds.
- Consider ramifications to driver fatigue when altering schedules and rosters and where adverse impact is determined, apply appropriate counter measures.
- Consider the increased fatigue risk of drivers working at night and or returning from leave when scheduling and rostering.
- Permit workers to have input into schedules to ensure trip plans are reasonable.
- Provide sufficient advance pre-trip notification to ensure drivers can comply with legislative and DFMP requirements.
- Implement a system whereby driver's work / drive / rest time is recorded, monitored and reviewed in a timely manner, i.e. refer to SDP. Note however that a National Work Diary must be kept in certain circumstances and records of work and rest must be kept for all Local Area Work as per statutory regulations.
- Ensure additional precautions are taken when engaging itinerant subcontractor drivers.

Safe Transit Times

The following are to be considered when determining Safe Transit Times in Trip Schedules:

- Estimate the safe lawful average speed for the specific journey taking into account time of day / week factors in order to estimate a safe driving time. Consult workers when estimating safe average speed for the trip.
- Provide a reasonable allocation of time for the non-driving activities e.g. freight pick up / drop off activities. All known reasonable industry factors need to be accounted for in this calculation such as; actual queuing time and work time at each particular pick up / drop off point.
- Do not rely on customer representations in regard to queuing times, if known to be false or cannot be relied upon in calculating safe transit time.



- Provide additional time to adjust for peak hour traffic, known traffic congestion points or any other issue which may impact on transit time.
- Factor in vehicle configuration, Gross Vehicle Mass and Gross Combination Mass when determining average speed and safe transit times.
- Factor in regulated rest periods and any other additional period that the worker may require to safely carry out the trip.

9.3.4.2 *Fatigue Risk Assessments*

Commensurate with general requirements under the WHS regulations, a formal risk assessment process is to be carried out to determine the fatigue related hazards associated with driving heavy vehicles when the pattern of work has been identified and can be well anticipated on an ongoing regular basis. This can include but need not be limited to the following minimum requirements: -

- 1) Conduct risk assessments to identify hazards which directly or indirectly contribute to fatigue for heavy vehicle drivers during the course of normal work and driving activities.
- 2) Prioritise hazards in terms of potential impact and accordingly assign effective control measures for each hazard identified. Hazards are to be eliminated, or if elimination is not reasonably practicable, the hazard must be appropriately controlled in accordance with the hierarchy of controls i.e. Elimination of the hazard, Substitution, Isolation, Engineering, Administrative, Personal protective equipment.
- 3) Risk assessments for specific routes will be made with all possible variables / scenarios fully considered.

Inputs may include:

- Routes to be travelled;
- Safe transit times based on safe and legal speeds;
- Human factors – capability, skill, experience, age, physical fitness, lifestyle, health status;
- Departure time (am/pm, Mon-Sun);
- Departure and arrival location [Depot/Customer address/Distribution Centre];
- Driver categories and suitability for task;
- Night-time versus daytime driving;
- Cumulative effects of fatigue on drivers;
- That there are rest stops available to drivers on route;
- Impact of equipment type, configuration, mass and work environment.

The above may be achieved by the completion of an SDP.

- 4) Use information and data derived from risk assessments as the basis for developing and setting up SDPs and driver instructions.
- 5) On an ongoing basis, review fatigue influencing hazards for currency and where required implement necessary changes. Any changes initiated must be communicated to all relevant persons.



9.3.4.3 Standard Hours Work And Rest Limits

Time	Work	Rest
In any period of...	A driver must not work for more than a maximum of...	and must have the rest of that period off work with at least a minimum rest break of...
5 ½ hours	5 ¼ hours work time	15 continuous minutes' rest time
8 hours	7 ½ hours work time	30 minutes' rest time in blocks of 15 continuous minutes
11 hours	10 hours work time	60 minutes' rest time in blocks of 15 continuous minutes
24 hours	12 hours work time	7 continuous hours' stationary rest time*
7 days	36 hours work time	24 continuous hours' stationary rest time
14 days	144 hours work time	2 x night rest breaks# and 2 x night rest breaks taken on consecutive days

*Stationary rest is rest time that the driver spends out of the heavy vehicle or in an approved sleeper berth of a stationary regulated heavy vehicle.

#A night rest is 7 hours' continuous rest taken between 10pm and 8am or 24 continuous hrs stationary rest.

9.3.4.4 Basic Fatigue Management Hours Work And Rest Limits

Time	Work	Rest
In any period of...	A driver must not work for more than a maximum of...	and must have the rest of that period off work with at least a minimum rest break of...
6 hours, 15 minutes	6 hours	15 minutes' continuous rest
9 hours	8 hours, 30 minutes	30 minutes (can be in block of 15 continuous minutes)
12 hours	11 hours	60 minutes (can be in block of 15 continuous minutes)
24 hours	14 hours (12 hours driving)	7 hours' continuous stationary rest
7 days (168 hours)	72 hours	24 continuous hours' stationary rest
14 days (336 hours)	144 hours work time	4 nights' rest (including 2 consecutive night rests, no later than after 84 hours work time)



*Stationary rest is rest time that the driver spends out of the heavy vehicle or in an approved sleeper berth of a stationary regulated heavy vehicle.

#A night rest is 7 hours' continuous rest taken between 10pm and 8am or 24 continuous hrs stationary rest.

9.3.4.5 Definition of Work and Rest Time

Work time

Work time includes all tasks to do with the operation of the fatigue regulated heavy vehicle. Driving is obviously work time, but work time also includes tasks such as:

- ✓ Loading and unloading the vehicle
- ✓ Inspecting, servicing or repair work being completed on the vehicle
- ✓ Attending to the load (restraint practices) tarping, checking
- ✓ Cleaning/washing or refuelling the vehicle
- ✓ Instructing or supervising another person including learning to drive a heavy vehicle, learning a new route, unloading or disconnecting the trailer/s etc.
- ✓ Recording information or completing a document (for example your work diary or driver day sheet).

Rest Time

Rest time is any time, which is not work time.

9.3.5 Fatigue Knowledge & Awareness

All those in the supply chain must have fundamental knowledge in regard to relevant fatigue and driving hour's legislation and their specific responsibilities.

Troy Heavy Haulage will:

- 1) Identify those people and workers who are included in the supply chain. Such people may include but not be limited to; line managers, schedulers, allocators, supervisors, drivers, loaders / unloaders, and consignors and consignees.
- 2) Provide relevant training and education. Topics may include:
 - Fatigue management and driving hours legislation relevant to the jurisdiction;
 - Individual specific responsibilities;
 - Chain of Responsibility;
 - Driver Fatigue Management Plan;
 - Fatigue Factors i.e. shift work, extended working hours, roster patterns, demands placed on drivers and delays in loading and unloading, drivers returning from leave;
 - Identification of signs and symptoms of fatigue;
 - Causes and effects of fatigue;
 - Workers lifestyle responsibility;
 - Diet, nutrition, exercise and effect on fatigue;
 - Health deterioration recognition;
 - System of reporting incidents and hazards.
- 3) Ensure new employees or those changing job functions are provided with fatigue training relevant for their position.
- 4) Ensure training and education is performed by a competent person.

For BFM accreditation:

- 5) Implement a competency-based training program which demonstrates that any person who is a scheduler as described in the heavy vehicle driver fatigue legislation, or who supervises or manages drivers and scheduling staff is competent in accordance with **TLIF0006 “Administer a fatigue risk management system”** (replaces **TLIF3063** “Administer the Implementation of Fatigue Management Strategies”).
- 6) Implement a competency-based training program which demonstrates that any person who drives a heavy vehicle is competent in accordance with **TLIF0005 “Apply a fatigue risk management system”** (replaces **TLIF2010** “Apply Fatigue Management Strategies”).

All drivers or schedulers who are currently operating under a BFM or AFM accreditation do not need to complete the new courses if they have previously completed a Nationally Recognised course. Courses completed prior to 1 July 2018 that will continue to be recognised are:

DRIVERS	SCHEDULERS
TLIF1007C	TLIF6307
TLIF2010A	TLIF3063A
TLIF2010	TLIF3063

9.3.6 Fitness For Duty

9.3.6.1 Medical Examinations

Workers are required to undergo a medical examination pre appointment with Troy Heavy Haulage and also during the term of engagement. As per information as recorded in “Assessing Fitness to Drive for commercial and private vehicles’ as produced by National Transport Commission, this document provides guidance and controls to be adhered with by the company, driver and medical practitioner. The examination must include an assessment to detect workers in the high-risk group for sleep disorders and suitable controls are to be applied personally as advised and or if observed during any medical examination.

Troy Heavy Haulage may become liable if they are known to be aware of the driver being fatigued and have not acted on addressing this knowledge.

Evidence that the driver is fit to drive is to be provided to the Operations Manager (Scheduler/Allocator) after each medical examination. Medical records shall be kept in the employees file and secured for the term of employment and as per the WHS requirements, set as a minimum of retention of records being 10 years.

Examinations are a requirement and are to be conducted, as a minimum, once every three years for drivers aged 49 or under, and yearly for drivers aged 50 or over.

Evidence that the worker is fit to drive is to be provided to the Operations Manager (Scheduler/Allocator) after each medical.

Medicals records shall be kept in the workers file and secured.

9.3.6.2 Medical Conditions

Medical conditions or current or pending medical issues and advice, as communicated by the driver, shall be considered when duties are assigned by the Operations Manager (Scheduler/Allocator).



Pre-appointment conditions require all applicants to complete and pass the examination and are approved by the medical practitioner. This is a requirement of engagement and an ongoing obligation of any worker when operating a heavy vehicle.

Any driver that is assessed and is not able to drive/operate a vehicle relevant to the employment conditions when engaged will not be able to fulfil their employment obligations.

When this occurs, the terms of employment and noted conditions, (requiring all drivers to have a valid licence and conform to all medical conditions) will be exercised. Drivers that have personal medical conditions, that restrict the driver from fulfilling the requirements of the role as engaged, will be stood down from work, until any imposed restrictions are removed.

The company will allow 3 months during the process from commencement, when this nominated period expires, the terms and conditions of engagement will be rescinded, therefore the relationship will cease immediately.

9.3.6.3 Fitness for Duty Assessments

Drivers must complete an FFD assessment daily as per training provided, instruction and resources provided by Troy Heavy Haulage. Workers are advised of the importance of Fatigue within this industry and the increased risk is a major contributor of accidents and incidents.

This process is part of the initial worker induction and may be further supported with workers completing additional formal training on fatigue. The company from time to time distributes information to workers about fatigue and other industry relative information.

Workers are advised of their personal obligation to conduct the assessment pre commencement of work and regularly during any shift. Any changes to their **FFD** must be immediately communicated to the Operations Manager (Scheduler/Allocator) and the driver must cease work.

If a worker reports they are not fit for duty at the beginning of, or during a shift, or if the company suspects the driver is not fit for duty then the following process should occur:

- The worker will be instructed to park the vehicle in a safe location and wait to be picked up
- Worker will be sent or taken to a doctor or home
- Company will arrange for the vehicle to be returned/moved
- Worker to be stood down until taken to a doctor to verify condition before returning to work

Workers may be held liable under Common Law for their personal actions if they continue to drive knowing that they have a condition that is likely to adversely affect their ability to drive safely. Training internally is conducted during the staff, driver induction process relating to Fatigue and the symptoms.

9.3.7 Drug & Alcohol Procedure

9.3.7.1 Introduction

Troy Heavy Haulage is committed to ensuring a safe, healthy and productive working environment and to minimizing problems arising from the misuse of drugs and alcohol at work.

WH&S Legislation places an obligation on both the employer (PCBU) and the worker. If Troy Heavy Haulage is aware, or should reasonably be aware, that a worker, contractor or visitor has an alcohol or drug related problem,

Troy Heavy Haulage has a duty to take reasonable steps to protect that worker, contractor or visitor and others from injury which might reasonably occur due to the acts of the effected worker, contractor or visitor. The worker has an obligation not to place at risk the health of another person at the workplace.

An ongoing program is an integral part of this Procedure. The primary emphasis is the need to ensure all workplace workers and contractors work in a safe environment. The program will also cover the need to utilise avenues such as random testing so no form of victimization can occur or be perceived to be occurring. Other aspects of the program will be education on the harmful effects of drugs and alcohol, both in the short term and long term.

9.3.7.2 Definitions

Drug and alcohol problems in the context of this procedure are defined as:

“Behaviours resulting from the misuse of alcohol, illegal or OTC drugs and other substances which harm the individual (both physically and mentally) and, through the individual’s actions, other people and the environment.”



Definition	Meaning
BAC	Blood Alcohol Content
Confirmatory Testing	Appropriately certified laboratory testing to AS 4308-2001
Contractors	Includes all contracting companies, firms and their employees and individuals
Drug	Any chemical substance that produces physical, mental, emotional or behavioural change in the user
FFD	Fit for Duty
Illegal Drug	Any drug or derivative thereof which the use, possession, sale, transfer, attempted sale or transfer, manufacture, or storage of is illegal or regulated under any federal, state, or local law or regulation and any other drugs, including (but not limited to) a prescription drug, used for any reason other than a legitimate medical reason, and inhalants used illegally. Included is marijuana or cannabis in all forms.
Independent Testing Provider	An external provider engaged to conduct testing on behalf of Troy Heavy Haulage for first level of testing
Accredited Collector	As directed by the medical practitioner, the engagement of an Accredited Collector will oversee/conduct additional testing to AS/NZ 4308-2008
Negative Test Results	Results that indicate no alcohol or drugs in the employee's system other than properly used prescription medication

Definition	Meaning
Worker	Is anyone who carries out work for a PCBU such as an employee, contractor, employee of labour hire company, an apprentice or trainee, a student doing work experience and a volunteer
OTC	"Over the Counter" medication
PCBU	A PCBU conducts a business or undertaking alone or with others. A PCBU focuses on the work arrangements and the relationship to carry out the work
Policy	Troy Heavy Haulage Drugs and Alcohol Policy
Testing	Is generally defined as a urine, blood, saliva or breath test to determine chemical or drug content
Twelve Month Period	Commences on the date of the first breach of this Procedure
Non-negative Test Result – Alcohol	A test that registers higher than 0.01% when using an approved and calibrated BAC monitor
Non-negative Test Result – Drugs	A test that registers the presence of any of the drugs listed in Table 1 (see below)
Confirmed Non-negative result	A result above the target concentration following confirmatory testing

9.3.7.3 Screening test cut-off levels

Class of drug*	Cut-off level (g/L)
Amphetamine type substances	300
Benzodiazepines	200
Cannabis Metabolites	50
Cocaine Metabolites	300
Opiates	300

*For drugs that may be optionally tested within each class, the specified cut-off levels may not apply, and other methodologies may be more appropriate.

9.3.7.4 Legislation

AS/NZ 3547-1997 Breath alcohol testing devices for personal use.
 AS/NZ 4308-2008 Procedures for the collection, detection and quantitation of drugs of abuse in urine.
 Work Health and Safety Act and Regulations 2011 (C'wth)
 Work Health and Safety Act and Regulations 2018 NSW

9.3.7.5 Purpose

This procedure describes Troy Heavy Haulage Drugs and Alcohol Procedure. Pursuant to legislation, Troy Heavy Haulage is obliged to ensure workers, contractors and visitors are capable of performing their work adequately and safely. Questionable performance for whatever reason will be identified and managed through application of these Procedures.

Its purpose ensures that:

- All workers, contractors and visitors understand the dangers and harmful effects of drug and alcohol misuse;
- All workers, contractors and visitors are aware of their responsibilities regarding drugs and alcohol at work;
- Problems are identified and dealt with at the earliest possible stage;
- All workers, contractors and visitors having a drug or alcohol problem which could affect their work performance may be offered support and/or assistance;
- Confidentiality must be maintained at all times; and
- Provides a link between drug and alcohol issues and WH&S initiatives.

This Procedure applies to all Troy Heavy Haulage workers, contractors and visitors. Any worker or contractor who is impaired by general medications or prescription drugs must immediately advise their Supervisor before undertaking any work activities. Following these discussions, it may be necessary for the worker or contractor to consult a suitably qualified medical practitioner to seek advice.

Troy Heavy Haulage advises the following:

- Blood alcohol concentration of 0.00% is mandatory;
- Other substances will be confirmed against the relevant legislation, regulations, standards and codes;
- Testing may be conducted after a significant incident (e.g. accident) or on a random basis and will be conducted by a suitably qualified medical practitioner.
- Absolutely NO alcoholic beverages (other than freight), and absolutely NO illegal drugs shall be carried in either the truck, trailer or workplace at any time;
- Drivers are NOT to wear company uniforms to any establishment where it may be construed that they were drinking an alcoholic beverage whilst on duty. Company vehicles must not be parked at or near a hotel, bottle shop or facility selling alcohol;
- No supplier, contractor or visitor will be permitted on any Troy Heavy Haulage Depot while under the influence of alcohol or other non-prescribed drugs; and
- If a customer offers a worker alcohol on completion of a job, it must not be accepted.

Each individual has the right to privacy when taking the test and may choose a witness of their choice who is able to attend the chosen testing facility with the individual. The testing will take place at a suitable medical facility i.e. Medical Centre or Hospital and results will be communicated to and

recorded by Troy Heavy Haulage management in such a way that it does not breach the worker's privacy.

Due to the nature of the work and safety requirements, Troy Heavy Haulage views the use of drugs or alcohol very seriously.

Any worker who is found to have consumed any form, or amount of alcohol or illegal drugs while on duty:

- Within 10 hours prior to reporting for duty;
- Attempts to avoid or falsify any alcohol and/or drug test; or
- Refuses to co-operate with the routine of drug and alcohol testing;

- will face disciplinary action which could result in counselling or instant dismissal at Management's discretion.

9.3.7.6 Responsibilities

Troy Heavy Haulage is responsible for education and training for all workers;

Troy Heavy Haulage is responsible for administering, monitoring and reviewing the Procedure in conjunction with workers, their representatives and all interested parties;

- When an independent testing provider attends a work location for the purpose of random alcohol and/or drug testing, a nominated Troy Heavy Haulage representative must assist in the facilitation of the testing process; and
- All workers and contractors are responsible for adhering to the Policy and reporting breaches of the Policy.
- All workers are responsible for self-declaring that they are in suitably fit state to perform their assigned tasks competently and in a manner that does not compromise or threaten their own health and safety or that of others

9.3.7.7 Testing Procedure

In the event that a worker, contractor or visitor self-declares that they are under the influence of drugs and/or alcohol, Troy Heavy Haulage will make all reasonable efforts to ensure that the individual is escorted to a suitably qualified medical practitioner to undergo drug and alcohol testing.

Persons may submit themselves for a voluntary alcohol or other drug test if they believe they may be above the Prescribed Limits set out in this procedure.

Where a test for alcohol exceeds 0.00% BAC a second confirmatory test will be conducted. If the test results exceed 0.00% the Manager/Supervisor shall be responsible for making arrangements to transport the person home safely. On the next shift the person will be required to undertake another test to verify that they are fit for work.

Where a non-negative test result is recorded for drugs, the Manager/Supervisor shall be responsible for making arrangements to transport the person home safely. A confirmatory test will be arranged to verify the initial non-negative test result. On the next shift the person will be required to undertake another test to verify that they are fit for work.

In the case of a voluntary or self-assessment test a record of a non-negative result will be retained, however it will not be recorded as a non-negative result on the first occasion.

Testing may be required, subject to an incident or accident, which has occurred involving one or more of the company vehicles or drivers. It may also be a requirement at the direction of authorities or when drivers are working on sites where there is an existing testing requirement or process applied.



Internal testing will also be conducted at random intervals and Troy Heavy Haulage will act as per internal procedures if required when any non-negative result is presented. Any non-negative results will be managed by management and suitable corrective actions will be applied and managed ongoing.

9.3.7.8 *Fit for Duty*

Fit for Duty means a worker, contractor or visitor is in a state (physically, mentally and emotionally) that enables them to perform assigned tasks competently and in a manner that does not compromise or threaten their own health and safety or that of others.

Where a worker's, contractors or visitor's performance suggests and they are displaying signs that they may be at risk through the presence of alcohol or other drugs, that person will be visually evaluated by their Manager/Supervisor to determine whether or not it is justifiable to request an alcohol and other drug test to be conducted.

9.3.7.9 *Non-Negative Result*

Alcohol

If a worker returns a non-negative result to an alcohol breath test, Troy Heavy Haulage will provide transport home for the worker on this occasion and they may have their employment terminated or be offered counselling. This will be left to Troy Heavy Haulage Management discretion.

Drugs

If the confirmed result is for an illegal drug Troy Heavy Haulage will provide transport home for the worker on this occasion and they may have their employment terminated or be offered counselling. This will be left to the discretion of Troy Heavy Haulage Management.

OTC Medication

If a worker returns a non-negative result but has indicated to their supervisor or independent testing provider that they are taking prescribed or OTC medication, which could have caused the test to give a false non-negative result, then it is the workers responsibility to obtain formal confirmation from a medical practitioner that the worker is able to operate a heavy vehicle or complete their regular duties assigned to them under the use of this medication and present this information to their supervisor.

If the results correlate with the information supplied by the worker no further action will be taken.

If the results indicate the worker has used an illegal substance or a substance to mask another drug, the incident will be treated as a breach of employment conditions and will constitute serious misconduct. This will cause the employment to be reviewed and could result in termination or counselling at the discretion of Troy Heavy Haulage management.

If the test result is negative, the individual will be paid for time missed and allowed to resume their shift.

If a contractor or visitor returns a non-negative result, they will be banned from entering the site or any other related sites indefinitely.

If a worker, contractor or visitor refuses to undergo testing and accept the safe method of transport provided to them by Troy Heavy Haulage, then this is to be recorded and the individual will face disciplinary action which could result in counselling or instant dismissal at the discretion of Troy Heavy Haulage Management.

9.3.7.10 *Interview and Disciplinary Process*

Any interview of a worker suspected of being under the influence of alcohol or drugs must be undertaken by a member of Troy Heavy Haulage management and should be conducted in accordance with the following guidelines:

- The interview should be conducted so as to retain the dignity, respect and privacy of the worker concerned;



- Either party will have the option to have a witness present during any discussion and all attendee's details should be recorded;
- The interview should be conducted away from other workers unless the worker concerned has invited a support person to be with him/her;
- Expressions such as 'you're drunk' or 'you're stoned' or other inflammatory terms should be avoided;
- The interview must focus on the behaviour or conduct and explain why it is not acceptable;
- Investigate and record what may be the cause of the inappropriate behaviour or conduct and have the records verified by the worker;
- If affected, appropriate arrangements should be made to have the worker safely transported home.
- Any worker that exceeds the BAC limit as set within this Procedure or returns a non-negative result will be subject to disciplinary action and a formal record will be created and maintained. Any repeat breaches that occur within a twelve-month period will be collectively assessed and may lead to termination of employment.

9.3.7.11 Company Vehicles

Troy Heavy Haulage vehicles are not to be driven by anyone who is under the influence of alcohol or other drugs to the extent allowed by law. Troy Heavy Haulage will not accept liability for any damage to a company vehicle, injury to any person, or damage to any third party, incurred while the driver of the company vehicle is in breach to their knowledge of this Procedure or the applicable law.

9.3.7.12 Privacy

Troy Heavy Haulage will be required to uphold the new national principles regarding an individual's privacy and are committed to enforcing them when handling personal information. Information will be collected in accordance with the requirements of the Procedure to ensure the results of any drug and alcohol testing processes are accurate.

The personal information you provide to testing collectors will only be kept if there is a non-negative finding in the testing process or if a medical condition is discovered that may affect your ability to safely and competently conduct the duties assigned to you.

9.3.8 Monitoring Work and Rest Time

Legislation has prescribed the outer limits for driver work and the minimum rest times. Accordingly, management must implement systems and procedures to monitor driver work and rest times for compliance.

Troy Heavy Haulage will:

- Develop and implement systems and procedures for monitoring drivers' work and rest times; i.e. recording, collecting, and reviewing drivers' work and rest times. Where the use of the National Work Diary is mandated by legislation this will suffice.
- Define responsibilities for recording, collecting, and reviewing drivers work and rest times.
- Ensure the authority approved Work Diaries are utilised for recording drivers work and rest times as mandated in the relevant State/Territory legislation (whether 100kms / 200kms or more away from base).

Note:

Where the use of a Work Diary is not a legislated requirement, (i.e. Local Area Work, operating under 100kms / 200kms from base) and the decision has been made not to implement the Work Diary, an alternate system must be implemented whereby a record of a driver's daily work & rest time is maintained in accordance with legislation. This may include the use of a Timesheet or Day Sheet.

- Ensure a driver's work and rest times are monitored by an authorised person; in a timely manner and on an ongoing basis.
- Ensure that appropriate corrective action is taken when non-compliances to drivers' work and rest time are determined.
- Ensure work and rest times for itinerant driver or Self-Employed Carriers are also monitored by reviewing SDPs and local area work records.

9.4 Speeding

The speed limit is exactly that and Troy Heavy Haulage does not condone speeding in any company owned vehicle. It is a limit, not an essential speed you must travel at. Always drive at a speed that is safe for the conditions of the roadway or site you are on and you as the heavy vehicle driver must assess this periodically. Slow down for work areas, wet, icy, rough or gravel roads, near pedestrians, structures and other situations where it will take longer for the vehicle to stop. If you cannot see at least 5 seconds ahead, slow down and apply extra caution.

Never drive over the speed limit under any circumstances.

The maximum speed for a truck over 4.5T GVM is 100km/h, all NSW roads have this maximum limit and this must not be breached. The company does not condone speeding and all records will be reviewed by the Director to ensure conformity. Drivers reported speeding in company vehicles through any line of communication, will be subject to an investigation and possible disciplinary actions.

Speeding is a breach under many of the company policies and procedures and drivers investigated, subject to the outcome, may be terminated from their employment with the company. Speed limiters fitted are checked when periodic servicing is completed as provided by an external service provider. This will involve the vehicle being road tested by the repairer with the use of suitable equipment to monitor the vehicles road speed.

9.5 Load restraint

Loads shall be restrained in accordance with the National Load Restraint Guide. All drivers will be trained in load restraint to ensure competency and correct load restraint must be applied prior to and during every occasion that loading or unloading of product is being completed.

Drivers should ensure that all restraint equipment is in a serviceable condition and correct for the type of load prior to commencing a trip. Loads should be checked frequently on the journey to ensure adequate restraint.

Drivers are to be aware of Chain of Responsibility laws and must have knowledge of their accountability for their personal actions.

A safety check must be done at each driver rest stop, checking at least the following:

- Tyres
- Couplings
- Lights
- Oil and water leaks
- Load and load Restraint
- Tailgates secured

9.6 Location/Project Safety

The business involves the use of and moving of heavy vehicles within a number of locations/projects. The trafficable route directly through these depot/sites is known as the 'Shared Zone' and has been assessed as High Risk.

Access and exiting from any locations/projects will be conducted with safety as a key consideration. Fixed signage is generally positioned to provide instruction to staff, heavy vehicle drivers, contractors and customers. Management is aware this often involves a shared zone, between large plant, equipment, heavy vehicles and pedestrians.

Management will ensure that all staff, employees and heavy vehicle drivers are trained in all site processes under their control and this is part of the company induction process. Items include

- Entry, exit and movement within any depot/site must always be conducted within the instruction of the depot/site operator and all rules and regulations are to be abided by
- Entry and exiting of the depot/site must always be conducted legally and with knowledge and awareness of moving between live traffic in or near the depot and approach to the '**Shared Zone**'
- When approaching the location/project, workers (controllers of) of any vehicle have the right of way when entering the depot and communication is to be made in advance where possible, to eliminate the blockage of any entry point used by heavy and light vehicles and access through the '**Shared Zone**'
- Entry and exit to the location/project must always be undertaken at a maximum speed of 10kph or less and always in a forward direction, this speed can be reduced as any vehicle passes through the '**Shared Zone**' as an additional risk control
- Operators of the plant and equipment used for loading and material shifting in the depot/site must be licenced and aware of the operational requirements when operating in the '**Shared Zone**'
- Any movement onsite within the '**Shared Zone**' must be completed only when the staff member or worker has observed the immediate work area and the area is clear of any pedestrians or light traffic.
- Unloading of heavy vehicles must be completed only when light vehicles and pedestrians are not within the 'Shared Zone'. Tipping of trucks and trailers is to be conducted as per training delivered.
- All operators and workers must wear the company issued uniforms including PPE when conducting the day to day tasks of their role.
- A risk assessment of the task or process being undertaken is to be completed by the Operator or worker on every occasion when completing works within the '**Shared Zone**'.
- All activities completed within the depot/site must be undertaken with awareness to the environmental impacts that are created as a result of the task or activity being completed.
- Tailgates and drawbars must be cleaned down after tipping in the immediate area of the bin or unload point, to ensure that there are no hazards created from the process when completed.

9.6.1 External Site Procedures

Troy Heavy Haulage conducts transport services to many external sites and, as such, it is the worker's responsibility to respect and conform to the rules and procedures of the site controller. Workers are expected to contact the site office prior to entry to obtain instruction for the process of loading/unloading at the particular site. Workers are expected to attend inductions as requested and

follow any on site rules and procedures as instructed. Workers are reminded that it is their obligation to ensure all hazards and risks identified are notified to the site controller, and Troy Heavy Haulage Operations Manager (Scheduler/Allocator) immediately as per the instructed process.

9.7 Environmental Awareness

Troy Heavy Haulage has in place an Environmental Policy and is committed to ensuring responsible environmental controls are a priority within the operations of the business. Staff and workers are expected to be conscious of this when conducting their day to day activities. Heavy Vehicles can pose a significant environmental risk should an accident or spill occur due to the large volumes of diesel, hydraulic fluids etc. on board, as well as the potential risks associated with the load being transported. Workers are expected to use spill kits to contain and reduce the impacts of any spills and to follow instructions when it comes to environmental awareness and control.

Troy Heavy Haulage will attempt to use responsible practices when it comes to waste management, recycling and reuse of materials and limiting of emissions when practicable.

9.8 Emergency Preparedness & Response

9.8.1 Introduction

The Director at Troy Heavy Haulage is committed to ensuring that any emergency processes are in place to assist in the event of any unforeseen incident or accident that may have the potential to cause commercial or environmental damage.

Troy Heavy Haulage recognises that emergency situations are widely anticipated in some form under normal conditions of its operations across the footprint of the Troy Heavy Haulage business activities and the community. For this reason, it is essential that the Director of Troy Heavy Haulage ensures the availability of adequate resources to plan for, respond to, manage, and effectively control any reasonably foreseeable emergency situation. This is inclusive of environmental considerations and resources required to ensure control measures are adequate for the determined event necessary, based on the business activities.

Definition of "EMERGENCY":

An "emergency" is an unexpected event that must be dealt with urgently in order to bring about a return to an acceptable level of safety in relation to a person(s), property, and/or the environment.

9.8.2 Identify Potential Emergencies

Troy Heavy Haulage and its management will ensure a Risk Assessment is conducted on all operational activities and sites under its control, to determine potential emergencies. Potential Emergencies may include, for example:

- Fire (including bushfires)
- Explosion
- Serious injury/ fatality
- Spills (to land, water, etc)
- Road accidents
- Civil disturbances (i.e. Riots)
- Acts of terrorism (e.g. bomb threats, and chemical, biological emergencies)
- Natural disasters (earthquakes, cyclones, bush fires, floods, mud slides, tidal waves, etc.).

The geographic position of the location(s) of work shall be considered (i.e. proximity to where large quantities of hazardous materials are stored) when conducting the risk assessment and the development of any response planning.

Outcomes of the risk assessment and any emergency response arrangements shall be communicated to all personnel and visitors (via Induction, Emergency Plans, Toolbox Meetings, etc.).

9.8.3 Emergency Planning and Resource Provision

Emergency Plans must address all aspects of emergency response including ensuring:

- the establishment of a system that enables all persons to be promptly located;
- the provision of adequate emergency/rescue equipment, and;
- an adequate number of persons trained in the use of emergency and/or rescue equipment is available;

Troy Heavy Haulage and its management will ensure that all reasonably foreseeable types of emergencies are planned for where reasonably practical, and that sufficient resources are readily available should the need arise for emergency response and/or management.

Resources for Emergency Planning, Response and Management can include:

Trained personnel	Spare PPE	Assigned Critical Incident Officers
First aid kits	Internal communications	Spill kits
Defined procedures	Firefighting equipment	Scheduled training

9.8.4 Inspection, Testing and Maintenance Of Emergency Equipment

Emergency Equipment shall be inspected, tested, and maintained at regular intervals. This may include fire extinguishers, first aid facilities, exit signs, paths of travel, alarm systems and other relevant emergency equipment used by Troy Heavy Haulage. Vehicle / Plant & Equipment First Aid Kits and Spill Kits shall be periodically inspected and restocked.

9.8.5 Training

All workers shall be provided with general Emergency Management Training as part of the induction training process, and such training shall cover as a minimum:

- The locations of all Emergency equipment and the correct method for using them.
- Fire Risk awareness training to encourage awareness of the dangers presented by fire and the means for preventing it
- Incident response procedures
- Spill response procedures

Personnel who have been assigned responsibilities in an emergency situation (i.e. Emergency Response Personnel) shall be provided with training and practice appropriate to their emergency responsibilities.

9.8.6 Emergency Response Personnel

Troy Heavy Haulage has a nominated trained emergency response person, and that person shall remain in control of all employees and they are to be aware of their obligations to act when an emergency situation arises. This will involve the nominated emergency response person contacting the below entities and persons in order to maintain control of the situation:

- Emergency services Police, Fire, Ambulance;
- Company Director;
- Salvage Company (including site clean-up and vehicle recovery);
- Insurance company.

All Emergency Response Personnel when engaged in an emergency will be required to work and coordinate persons and resources adequately. Controlling the site and situation is the key focus of these persons and all situations are to be managed and recorded.

9.8.7 Emergency Response Procedure

In the Event of an Emergency:

- Stop immediately and do not panic.
- At all times, ensure your own safety.
- IF POSSIBLE, TAKE ACTION TO MINIMISE FURTHER INJURY/ILLNESS AND/OR DAMAGE.
- ASSIST ANYONE WHO MAY BE INJURED. (Wherever possible, First Aid should be provided by a certified First Aid attendant)
- SEEK ASSISTANCE
 - If at a company or customer site, follow site emergency procedures. If non-existent, contact a site official.
 - If on a public road, contact the Manager and await further instruction.
 - IF ASSISTANCE IS NOT AVAILABLE RING 000
 - Be specific about the location and nature of the emergency, and follow instructions given by the operator.
- Comply with the requirements of any emergency authority who may assume responsibility for the scene.

The below recorded contacts list, is recorded for the internal purpose of communication and referenced if required. These contacts are the key persons associated with Troy Heavy Haulage and are referenced throughout the CoR Operations Manual. Every staff member and driver must be made aware of such persons to be contacted as required should the need arise.

CONTACT NAME OR PROVIDER	CONTACT NUMBER
Emergency Services (Police Ambulance, Fire Brigade):	000
Office – 24 Hours	02 4372 1500
Scheduling 24 Hours	02 4372 1500



9.9 Subcontractor Management

9.9.1 Purpose

Within the Troy Heavy Haulage business structure, personnel may have a need to engage an external transport Subcontractor (heavy vehicle and driver). This Procedure shall be applied in all circumstances although the Director has authority to make determinations in special cases.

Before being used for any work, the engagement of a transport Subcontractor shall be approved by the Director.

This Procedure reflects the complex regulatory framework associated with the use of heavy vehicles as listed in "References" below. It addresses each of these requirements by identifying tasks and assigning responsibility so that the Chain of Responsibility obligations are effectively achieved throughout the process.

9.9.2 Definitions

Director - is the Troy Heavy Haulage person who has been nominated to control the engagement and management of Subcontractors.

Operations Manager (Scheduler/Allocator) - is the Troy Heavy Haulage person who requires the Subcontractor's service and usually directs and controls the Subcontractor.

9.9.3 Legislations & References

- Work Health & Safety (WHS) Act 2011
- Work Health & Safety (WHS) Regulation 2011
- Heavy Vehicle National Law (HVNL)

9.9.4 Selection

Subcontractors that have been assessed by Troy Heavy Haulage as being suitable for engagement are listed in the CoR Management System records that are maintained by the Operations Manager (Scheduler/Allocator). They may already be signed to a period contract to facilitate engagement.

Prequalified Subcontractors can be contacted to confirm capability, availability and price.

For a Subcontractor that is not prequalified, a capability assessment shall be conducted before considering the subcontractor further or offering any work.

9.9.5 Assessment

The Subcontractor Registration Pack shall be completed by the subcontractor and reviewed by the person considering the Subcontractor for work i.e. Operations Manager (Scheduler/Allocator). All mandatory requirements that are highlighted on the form must be satisfactorily addressed and evidence provided before a Subcontractor can be recommended for work.

Completing the form in full and satisfactorily addressing all requirements enables the Subcontractor to be prequalified for a period up to 12 months, so negating the need for further assessment in that time. Where an assessment shows some deficiencies, a Subcontractor may still be considered by adopting Troy Heavy Haulage system to cover the gap. Records of additional training in the relevant parts of Troy Heavy Haulage system given to the Subcontractor shall be kept in the Troy Heavy Haulage CoR Management System records.

9.9.6 Prequalification

Prequalification of a transport Subcontractor is done following a recommendation by the Operations Manager (Scheduler/Allocator) and approval by the Director.

Early assessment and prequalification give Troy Heavy Haulage ready access to a pool of Subcontractors whose capability is known and business details have been registered in Troy Heavy Haulage financial system. The Director may offer prequalified Subcontractors the option of a period contract to facilitate future engagements.

Prequalification applies for a period up to 12 months, but this is at the discretion of the Director having regard to the Subcontractor's assessment and the risks that exist in the type of work. Re-assessment shall be arranged by the Operations Manager (Scheduler/Allocator) and done before renewing a Subcontractor's prequalification.

9.9.7 Subcontractor Engagement

As part of Troy Heavy Haulage Subcontractor Management procedure, all subcontractors are expected to complete and return the Subcontractor Registration Pack, to be submitted back to Troy Heavy Haulage along with all supporting documents and records as requested within the form. Once these documents have been reviewed by Troy Heavy Haulage Management and the subcontractor has been assessed, Troy Heavy Haulage will then issue a Service Level Agreement form to be sent to the subcontractor.

Troy Heavy Haulage is aware that some subcontractors may not have in place all of the items being requested of them and as such, request that these companies, at a minimum supply the following documents as and when requested by Troy Heavy Haulage:

- all supporting documents regarding driver competency; licences, current State Authority (e.g. RMS) driving records, current medical stating fitness to operate a heavy vehicle and any other supporting documents as and when requested by Troy Heavy Haulage
- Some sub-contractors where requested may need to provide copies of their Daily Worksheets and or Work Diary pages for review by Troy Heavy Haulage to ensure compliance with HVNL and their work/rest requirements.
- A Heavy Vehicle Driver Assessment will need to be conducted at least every 3 years for subcontract drivers under 48 years of age and every 12 months for drivers over the age of 48.

Subcontractors who are unable to supply the documents and records being asked of them, may need to be inducted into the Troy Heavy Haulage CoR Management System to become compliant, with some ongoing training required. Troy Heavy Haulage may request that further records be supplied by the subcontractors periodically and as Industry legislation requires.

Only Subcontractors who have been satisfactorily assessed or are currently prequalified shall be considered for work.

Particular attention shall be given to ensuring that the Subcontractor understands the work and the risk controls that apply. A written record of the instructions given to the Subcontractor shall be kept by the Operations Manager (Scheduler/Allocator).

Once a Subcontractor has completed and returned Subcontractor Registration Pack and Troy Heavy Haulage have deemed the Subcontractor compliant, Troy Heavy Haulage will then provide the Service Level Agreement to be populated, signed and returned to Troy Heavy Haulage to finalise the engagement. Upon receiving all of the above-mentioned documents Troy Heavy Haulage shall file all



relevant Subcontractor information into the CoR Management System records. This information shall be monitored by Troy Heavy Haulage internally to ensure that critical items such as Vehicle Registration Expiry dates and Certificate of Currency expiry dates are managed.

Engagement of a subcontractor is finalised once signoff from all parties on the service level agreement document is completed.

9.9.8 Subcontractor Responsibilities

Troy Heavy Haulage subcontractors shall abide by all the company's policies and procedures and applicable Commonwealth, State and local safety rules and regulations in order to prevent injury to persons or damage to property.

In addition, subcontractors shall:

- Ensure specific operating procedures and safety process are in place for their workers;
- Ensure all their workers are trained in those specific procedures and process related to their role
- Perform all work in a safe manner;
- Provide appropriate safety equipment for their workers to perform their specific job functions (PPE etc);
- Report all incidents and injuries, regardless of severity, immediately to their Supervisor or Troy Heavy Haulage;
- Consult with their workers and provide them with relevant information;
- Create records and dockets as requested by Troy Heavy Haulage, retain records and forward to Troy Heavy Haulage when requested.
- Ensure their professional drivers are complying to State Authority regulations
- Subcontractors to ensure that their company complies to all statutory requirements

9.9.9 Use and Monitoring

Work completed by a transport Subcontractor shall be directed and monitored by the Troy Heavy Haulage Operations Manager (Scheduler/Allocator) for compliance with:

- Road rules
 - intercept reports
 - traffic infringements
 - complaints from clients or public
- Fatigue Management, which may involve monitoring of;
 - Standard Hours
 - Basic Fatigue Management
 - Advanced Fatigue Management
 - Timesheets
 - Work Diary pages
- Work schedules
 - Direct communication with Driver and client
 - Work Diary pages

and records shall be kept on the Subcontractor file.

Troy Heavy Haulage Management will review this information as a means of ongoing monitoring and measurement of performance and adherence to CoR and company policy.

On client sites, any non-compliance by any Subcontractor is to be communicated to Troy Heavy Haulage immediately.

9.9.10 Review and Authorisation

A review of the Subcontractors work performed may be conducted at the conclusion of each subcontract, i.e. annually for a period Subcontract. The report may be discussed with the Subcontractor particularly where there are deficiencies and shall include approval to retain or de-register the Subcontractor from Troy Heavy Haulage prequalification list.

Final statements will be required to close the Subcontract and approve final payment. The Operations Manager (Scheduler/Allocator) should carefully examine a Subcontractor's final claim to make sure that all items are included, and performance has been deemed satisfactory in line with the Service Level Agreement.

10 Performance Evaluation

10.1 Audits and Internal Reviews

Internal reviews will be completed periodically and at latest annually, a review of the Chain of Responsibility Management System Manual and supporting forms/records is to be completed or as and when nominated by the Director. The data collated from any audits or internal reviews conducted will be provided to the Director and any non-conformance raised will be communicated, including the follow up of any corrective action that has been implemented. The Director will nominate a suitable competent person to conduct the system review at least annually and a formal response on the findings is to be communicated.

Any external person appointed to conduct the internal review shall have applicable qualifications and relative industry experience as noted below:

Qualifications	Essential	Additional Experience
Min 5 years' systems management experience in Quality systems		YES
Qualified systems auditor or similar to 9001 standards	YES	
Min 5 years' transport/logistics management experience		YES
Management Systems Auditor/Lead Auditor	YES	

A formal report will be requested, created and documented and this shall be the reference point when conducting all future planned audits or review focus points. The Director will further investigate areas of continuous non-conformity or where corrective actions have not been effective enough to eliminate any re-occurrence and suitable actions are to be allocated and reviewed for effectiveness.

An up to date CoR or systems audit tool is to be used on each occasion as the review is conducted, and reference to previous completed reviews will be part of the process of measurement of performance.

Subject to the outcome of any conducted internal review or audit, the process shall involve formally recording the findings and subjected outcomes. Any advised action shall be controlled and monitored through the required process until a preventative or corrective action is achieved as required.

A record of any non-conformances to be raised as a result shall be formally recorded within the system. Consultation with the Director and other senior staff may be required and their involvement will be to provide direction for change as required.

11 Improvement

11.1 Incidents and Accidents

Troy Heavy Haulage has in place a standard form *Accident, Incident & Near Miss Report Form*. In the event of an accident/incident occurring, the Operations Manager (Scheduler/Allocator) will in conjunction with staff and employees ensure that all persons are safe and if possible, that the vehicle/s are safely off the road and secured to prevent further injury to persons and property.

All incidents and accidents shall be reported to the Director initially. The Operations Manager (Scheduler/Allocator) will be in control and shall complete a report form and review or obtain further evidence as required. All incidents and accidents must be investigated to determine if fatigue was a contributing factor and the appropriate corrective and preventive action recorded on all reported incidents.

Where required by regulations, incidents shall be reported by the Operations Manager (Scheduler/Allocator) to the appropriate authorities, including SafeWork NSW within the nominated timeline. All personal injuries are to be recorded in the *Injury Register* and notified to our Worker Compensation insurer if required. Records of the progress of these actions and changes are to be maintained and reviewed as part of the internal reviews or annual audits when undertaken.

When any record is created, the corrective action date is to be determined and documented. This must occur to ensure the action is allocated to a nominated person and or suitable resources are allocated. The close out date, or suggested progressive date, must also be noted as a condition or action of the report and will be considered during internal review processes.

Dates or period set must have an estimated plan or controls applied, to assist with the measuring and determining of corrective actions as applied per incident. The close out of the report must consider if the corrective or preventative actions have been satisfactory, to eliminate any reoccurrence.

A review of all records will be conducted and included when and during the system review. Quantity and other measurable items will be considered in the system Internal Review and reportable as requested from the Director.

11.1.1 Incident Management

Troy Heavy Haulage has internal procedures in place for the management of incidents within the scope and operational activities as conducted within their control. Incidents may vary in levels of risk therefore, to minimise the risk of a similar incident from re-occurring suitable assessment or evaluation must occur on each occasion. The outcome is to determine the correct process of control and the capturing of valuable information to advise and assist with the effective control measures as applied.

Assessment must include and reference appropriate methodologies for:

- Recording of all detail and capturing statements and photos of the incident;
- Analysis of the impact(s) and the potential risk of any future incidents which may cause environmental harm (similar);
- Communicating to relevant internal staff within Troy Heavy Haulage;
- Managing repercussions to prevent any re-occurrence and control of escalating liability.

The process must follow the methodologies detailed above or similar as part of the incident management process. The outcomes will be communicated through awareness training to all management and operational personnel including contractors and service providers.

Incidents must have the actual consequence and the maximum reasonable outcome of any incident and this is to be evaluated and recorded within the internal company records. An incident may have multiple impacts and each impact must be evaluated independently, with the most significant classification forming the main rating of the incident must be determined.

11.1.2 Incident Notification & Reporting

Incident reporting is a critical activity when an incident imposes immediate or long-term liability of Troy Heavy Haulage on the activities which are conducted in the business. The nominated trained emergency response person is responsible for ensuring that all environmental incidents are reported to the Operations Manager (Scheduler/Allocator) and a record will be kept of this communication.

All reports of such incidents (including Near Miss Incidents) will be recorded and these records Incident Accident report form will be supported with and other information and photos to assist in the corrective and preventive actions taken by Troy Heavy Haulage.

11.1.3 NHVAS & Notifiable Occurrence Reporting

What is a Notifiable Occurrence?

A **significant or major** accident or incident that involves an NHVAS nominated vehicle and or driver operating under an Advance Fatigue Management (AFM) or Basic Fatigue Management (BFM) accreditation that has, or could have, caused significant property damage, serious injury or death and may include any of the following:

- An accident or incident involving an NHVAS-nominated vehicle or driver in which a person is injured or killed
- An accident or incident involving an NHVAS-nominated vehicle, or a driver operating under an AFM or BFM
- A fire in an NHVAS-nominated vehicle
- A medical emergency involving the driver of an NHVAS-nominated vehicle or a driver operating under an AFM or BFM accreditation.

An injury is defined as requiring hospitalisation. Workplace slips, trips & falls are not notifiable occurrences.

- A **significant** accident or incident involves injuries requiring hospitalisation and/or damage to property which presents a significant risk that requires considerable effort to avoid escalation of the impact during recovery.
- A **major** accident or incident involves a fatality and/or damage to property with a major impact on life, property or the environment generally accompanied by high-level emergency response and clean-up and recovery operation.

Timeframes for Lodgement

Notifiable occurrences must be lodged on the NHVR Portal under the Accreditation section and within specific time frames.



Incident Category	Submitted
Significant – Involving dangerous goods	Within 48 hours
Significant – any other	Within 7 days
Major – involving dangerous goods	Within 24 hours
Major – any other	Within 48 hours

11.1.4 Incident Investigation & Analysis

The results of incident investigations are to be made available to the relevant people and reported under internal reporting. A copy of the Incident Notification Report (once completed) is to be forwarded to the Operations Manager (Scheduler/Allocator) for analysis and if necessary, further action or instruction.

The Operations Manager (Scheduler/Allocator) will analyse relevant information relating to incidents and determine whether any improvements or amendments can be made to the Troy Heavy Haulage procedures or related documents in the prevention of any incident reoccurrence. In particular, attention will be directed towards identifying the development of trends in incidents.

A review of reported incidents that may or have had effect of the environment, are to be reviewed and assessed under the Management Review process.

11.1.5 Motor Vehicle Accident Response Procedure

In the event of an accident:

- Stop the vehicle and render assistance if able to do so;
- Call emergency services on 000;
- Park the vehicle in a safe location, with hazard lights on;
- Call the Operations Manager (Scheduler/Allocator) to advise of accident and obtain further instructions;
- Take photos of the scene;
- Take details of any other person(s) and vehicle(s) involved in the accident;
 - Obtain the facts: Witnesses, sketch of scene, relevant conditions of weather/light etc.;
 - Name and address of the driver of other vehicle;
 - Make type and registration number of other vehicle;
 - Name and address of owner of other vehicle;
 - Name, address and telephone number of any witnesses;
 - Name and number of any police officer present; and
 - Sketch of the accident scene, showing all relevant details.
- Trace sequence of events: identify and record all contributing unsafe conditions/acts;
- Complete Paperwork; and
- Do not admit liability or sign any statements before consultation with management.

If a police officer is not present, it is the workers responsibility to report details of the accident to the nearest police station if required by the appropriate State laws.



In every instance of an accident on a public road, where a vehicle is immobile and blocks or partly blocks the highway, the police must be notified immediately. You must assist the police, but do not answer any questions or make any statements that amount to an admission of liability for the accident, or that may involve Troy Heavy Haulage in any liability.

Workers must NOT under any circumstances, abandon an immobilised vehicle in a remote or otherwise unsafe area where the vehicle and its load may be subject to theft.

NB: Under no circumstances can anyone be carried in any vehicle unless they are correctly seated within the cabin and appropriately restrained by a seat belt.

11.2 Non-Conformance and Corrective Actions

11.2.1 Control of Non-Conformance

Training of staff and workers is conducted to assist in carrying out their work and operate in a structured manner as to prevent nonconformities, accidents or WHS or Environmental incidents. However, Troy Heavy Haulage recognises that non-conformances may occur from time to time within its work and through a failure in processes or performance.

If the proposed non-conformance disposition may involve a miss allocation of a customer's order, delivery of product, the customer will be consulted before proceeding. Non-conformance records are kept, and the effectiveness of the non-conformance rectification is monitored as to ensure there is continuous improvement.

11.2.2 Scope

This procedure describes what action to take if non-conformances in processes or work completed is detected during any activity within the daily activities of Troy Heavy Haulage. This applies to all work carried out by Troy Heavy Haulage, both on site and off site when completing works as directed. For quality non-conformances, this procedure is applied to determine if the root cause was directly related to a system fault or human error, which may be caused by non-compliance with a procedure and or process.

For safety non-conformances, this procedure is applied to eliminate any safety hazards, unsafe work practices and unsafe site conditions, quarantine non-compliant products and consult with personnel about changes made to address safety non-conformances.

For quality, safety and environmental non-conformances, this procedure is applied again to determine where the root cause commenced and apply the applicable clean up measures to control or reduce the risk. If a clean-up is required, the restoration of polluted areas and rectification methods suitable to control the initial risk from escalating shall be recorded. All records of non-conformances are to be recorded on Non-Conformance and this record will remain a live document until such time as the detail and close out have all been completed and recorded in Non-Conformance register.

11.2.3 Responsibilities

The Director is responsible for the following, with the assistance of Administration staff:

- Evaluating non-conformances and deciding how to rectify them (with the affected parties e.g. our service, customer where required).
- Verifying that rectification has been successfully implemented from the controls applied
- Maintaining the non-conformance reporting system and the assessment of all reported NC's

11.2.4 Communication of Non-Conformances and Corrective Actions

Where Troy Heavy Haulage takes corrective action to resolve a non-conformance of any kind it is recorded on the Non-conformance Register and a Non-conformance Report is completed Non-Conformance report form . Where appropriate, or requested to do so, the Director will forward copies of applicable Non-conformance reports to all parties concerned or affected to ensure complete awareness of resolution methods or requirements. Where a Chain of Responsibility Managements System Manual amendment or development results from a Non-conformance, the Director will notify as required, the relevant staff within the organisation who are issued with a “controlled copy” of the Chain of Responsibility Managements System Manual, or where actions being taken affect other processes.

Amendment Register

AMENDMENT RECORD					
Reason for amendment	Date	Pages affected	Old issue date	New issue	Requested by
Brand new manual	December 2021	n/a	n/a	2.0	Director



12 Employee Acknowledgement

I _____ (Please print name)
 have been issued with a copy and training in relation to the content of the Troy Heavy Haulage Chain of Responsibility Management System Manual which has been explained.

- ✓ I understand the responsibilities and duties of my position and engagement and will abide by the rules, conditions, laws, regulations instruction and procedures advised now and into the future.
- ✓ I will not disclose or discuss the contents of this Chain of Responsibility Management System Manual with other persons other than those engaged by Troy Heavy Haulage
- ✓ I acknowledge that this Chain of Responsibility Management System Manual remains the property of Troy Heavy Haulage and is to be returned to the company in the event of my engagement being terminated or any separation of the employment of the company for whatever circumstance or reason.
- ✓ I agree to conform to the requirements as mentioned in the Chain of Responsibility Management System Manual and provide records, evidence and information on an ongoing basis.
- ✓ I acknowledge that I have read and understand the content of this Chain of Responsibility Management System Manual and I agree to conditions as explained in detail.

Signature of person being issued this manual:	Name of witness:
Date signed:	Signature of witness:
Name of inductor:	Signature of inductor: