

Heavy Vehicle Safety Initiative Final Report Template

KICKSTART ACADEMY – STEADY STATE

Newhaul Pty Ltd

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10 June 2025

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Acknowledgements

Partners and Collaborators:

Training Services Australia (RTO 1984)

Central Regional TAFE WA

Refuel Australia

Meedac Inc.

Brands to Life

CKAS

Pilbara Heavy Haulage Girls (PHHG) *(pending MoU at time of reporting)*

Acknowledgment of other Funders:

Not applicable – Newhaul Pty Ltd funded all other project costs.

Grant Purpose and Objectives

Project Description:

Provide a summary of the project, its goals, and the overall purpose of the grant funding.

The project, *Kickstart Training Academy – STEADY STATE*, implemented a simulator-based training program aimed at developing safe and skilled heavy vehicle drivers in the Mid-West region. It provided Youth and Upskill trainees a career in heavy vehicle driving, with hands-on experience through a full-motion simulator, with these skills embedded through on-road training with our Driver Trainer cohort.

The Upskill stream, in particular, targeted candidates from diverse backgrounds—including existing HR licence holders, remote and regional workers, and those seeking career transitions—by providing a structured pathway into MC truck driving roles. Simulator scenarios were tailored to replicate real-life Mid-West driving conditions, including high-risk scenarios, remote driving routes, and mine-specific challenges. Assessment tools captured key safety and performance metrics, guiding both training feedback and progression decisions.

In addition to safety and operational training, the program also addressed broader social outcomes by assisting with trainee relocation, onboarding, and long-term workforce integration. With the support of accredited trainers and external RTO partners, participants progressed through nationally recognised training certifications while receiving personalised coaching. The initiative further enhanced industry collaboration by sharing simulator access with external partners under formal Memorandums of Understanding (MoUs), thereby extending the program’s reach and impact across the transport and logistics sectors.

Project Objectives:

List the key objectives of the project as outlined in your grant proposal.

To attract a new generation of drivers while retaining and re-skilling or upskilling existing workforce to deliver safe and sustainable jobs.

- To put more well-trained, safe drivers on the road in sustainable driving jobs; curbing the proliferation of low-quality training that increases the number of less qualified drivers on the roads.
- To implement a world first training Academy and strategy to ensure high-quality training for new drivers and to help employers develop and retain a skilled and safe workforce.
- To provide a clear, debt-free path into the industry through paid high-quality training to prepare Trainees and Upskill Drivers and provide industry with a steady pipeline of skilled, safe and experienced drivers.
- To expand the path for the existing workforce to access high quality training and employment.
- To develop innovative training programs that recruit, train and retain drivers, especially from underrepresented communities like regional areas, women and Aboriginal and Torres Strait Islanders.

Expected Outcomes:

Describe the expected results or impact of the project as per the grant agreement.

1. Improved Safety Outcomes through Behaviour Change

The program aimed to reduce crash incidence and severity by modifying driver behaviours linked to known risk factors such as fatigue, drug and alcohol use, inattention, and poor physical or mental health. Simulator training provided a safe environment to expose trainees to hazardous driving scenarios—like fatigue-induced errors, vehicle instability on rural roads, and emergency braking—without risk to people or equipment.

2. Skilled Workforce Development in Remote Regions

By establishing a robust training-to-employment pipeline in the Mid-West, the project tackled the dual challenge of regional labour shortages and the need for safer, better-prepared drivers. Graduates were expected to complete formal qualifications and be job-ready upon program completion, increasing the quality and availability of the heavy vehicle driver workforce in the region.

3. Enhanced Training Quality through Innovation

The project integrated advanced simulation technology to supplement classroom learning and real-world driving. With scenarios built around real Mid-West environments and common hazards, the training aimed to improve hazard perception, decision-making, and overall operational readiness.

4. Post-Grant Sustainability and Industry Adoption

The program's "Steady State" phase included the signing of MoUs with other organisations to access the simulator, ensuring continued utilisation and broader safety impact beyond the funding period. This was expected to build an industry-wide culture of safe driving training and create a scalable model for national adoption.

5. Holistic Trainee Development

The inclusion of the "5 Pillars of Health" (sleep, nutrition, hydration, exercise, and stress management) as core modules ensured that graduates were not only technically competent but also educated in self-care practices essential for long-haul safety and compliance.

Summary of Project Activities

Activities Completed:

Describe the major activities undertaken as part of the project. Reference the timeline and major milestones reached.

ITEM MILESTONE AMOUNT (EX. GST) DATE FOR MILESTONE COMPLETION	DATE FOR MILESTONE COMPLETION
Milestone 1 Execute Agreement.	n/a
Milestone 2 Complete Stage 1 - Installation of simulator on-site and performance testing	31-Jan-23
Milestone 3 Complete Stage 2 - Recruitment and onboarding of Kickstart Employees	31-Mar-23
Milestone 4 Complete Stage 3a - Simulator Training Program Planning	31-May-23
Milestone 5 Complete Stage 3b - Simulator performance and training program testing	31-Jul-23
Milestone 6 Complete Stage 4 - Update Kickstart Upskill Trainees - Fenix-Newhaul Recruitment and Training	16-Dec-23
Milestone 7 Complete Stage 5 - MoU for Simulator Training with external organisations (post funding)	28-Jun-24

Are the resources available to industry? How can they be accessed?

Yes. Simulator training manuals, health modules, and planning materials are made available to partnered organisations with signed MoUs. Access is coordinated via the People Operations Manager.

Timeline/Project Schedule:

Provide a summary of the timeline, including any significant changes or delays in the schedule.

Project Runs Over Time

- **Planned Risk:** Rated *Possible* with *Low* consequence. Assumed strong oversight by senior executives (Tahniah Livesay and Heather Jones) would prevent timeline slippage.
- **What Actually Happened:**
 - The project **ran over by approximately 12 months** beyond original milestone estimates.
 - Contributing factors included:
 - Leadership turnover, notably the resignation of Heather Jones, our original Driver Training Manager of Kickstart to return to working in her business Pilbara Heavy Haulage Girls, as well as her Kickstart coordination support team Bethan

Christensen who moved to England, and Karen Rowe, which disrupted continuity and diverted executive capacity.

- Over the past three years, Newhaul has experienced significant growth and structural evolution, including multiple acquisitions, the securing of major new haulage contracts, and strategic business expansion across the Mid-West. These shifts, while integral to the company’s long-term vision, triggered an “all-hands-on-deck” operational pivot—most notably throughout 2024—redirecting critical resources away from strategic initiatives such as the development and execution of simulator training MoUs. This period was marked by substantial internal strain, including the resignation of the General Manager, unplanned extended grievance leave within the lean HR team, and a large-scale recruitment drive to mobilise drivers and support crews for a new mine operation. These overlapping pressures resulted in milestone delivery extending approximately 12 months beyond the original schedule.

Lack of Suitable Recruits

- **Planned Risk:** Rated *Unlikely* but *High* consequence. Intended to be managed through strong partnerships with Indigenous and community organisations.
- **What Actually Happened:**
 - Recruitment pipelines performed well in the **Upskill and Apprenticeship streams**.
 - However, the **Youth Traineeship was discontinued in 2025** after a 42% dropout rate in previous cohorts.

High Turnover of Trainees

- **Planned Risk:** Rated *Possible* and *High* consequence. Addressed through wraparound services, mentoring, and guaranteed employment.
- **What Actually Happened:**
 - The **Youth stream underperformed**, with the high dropout rate prompting program retirement.
 - Conversely, the **Upskill program achieved strong retention, with 26 trainees onboarded and 20 offered employment**.
 - Lessons learned influenced the pivot toward **neurodivergent recruitment and mechanical apprenticeships**, which saw early success.

Summary Table

Risk	Planned	What Actually Happened
Timeline overrun	Possible – Low	Occurred; ~12-month delay
Recruitment failure	Unlikely – High	Youth stream dropped; other streams successful
Trainee dropout	Possible – High	High dropout in Youth; Upskill highly retained

Program Management

Overall

How was the project managed?

The Kickstart Training Academy – STEADY STATE project was managed by the appointed Training Manager, with support from Newhaul’s internal People & Culture team, within a multi-tiered structure that adapted to significant organisational growth and operational demands.

Training delivery relied on collaboratively developed internal manuals, simulator modules, and journey-tracking data. These tools were continuously refined by the Training Manager, Driver Trainers, and partners like Training Services Australia. During the project, Driver Trainers completed assessor accreditation, and Newhaul now has 13 MC Drivers trained to deliver Kickstart training under higher duties arrangements, expanding internal capability.

As Newhaul secured new haulage contracts and prepared for mine site expansions, project leadership made agile adjustments. Strategic deliverables such as simulator MoUs were temporarily delayed to allow redeployment of key personnel to business-critical recruitment and onboarding efforts—much of it directly tied to Kickstart Upskill, which supplied job-ready MC drivers to Newhaul’s growing fleet.

Despite delays and evolving priorities, the project was managed with a strong focus on flexibility, upskilling, and sustainability. Strategic resource reallocation and training function evolution ensured the program’s continued relevance and long-term impact.

Risk Management

What risks were identified during the project? How were these managed?

One of the most significant risks encountered during the project was the substantial investment of time and resources required to keep Youth Trainees engaged, attending both work and TAFE. Despite the team’s best efforts, including personal and professional support from many individuals across Newhaul’s Operations business, the level of intervention needed to maintain participation proved unsustainable. The burden of managing attendance, behaviour, and progression placed considerable strain on already stretched operational staff. As a result, and following internal review, the strategic decision was made to pause future intakes for the Youth stream and reallocate focus and resources toward the more self-sustaining and employment-aligned Upskill program.

Another critical risk was the growing demand for qualified Driver Trainers to support the increasing number of Upskill candidates entering the program. To address this, Newhaul implemented a proactive internal recruitment strategy, regularly running expressions of interest campaigns targeting existing MC Drivers across its operations. This approach successfully built and sustained a pool of higher duty trainers, ensuring that each crew maintained three to four trainers capable of delivering consistent on-road coaching. This model has proven effective in scaling training delivery without compromising quality or operational continuity.

Stakeholder Management

Who was involved with the project? How were they engaged/ how did they contribute to the project?

Training Services Australia (RTO 1984) delivered the “Carry Out Workplace Assessments” unit, enabling Newhaul’s internal Driver Trainers to become qualified assessors. This upskilling directly supported the growth of Newhaul’s internal training capacity and contributed to the standardisation of on-road assessments.

Central Regional Tafe – Geraldton played a foundational role as the accredited training provider for the Certificate III in Driving Operations, the primary qualification for Kickstart Youth trainees.

Refuel Australia and **Meedac Inc.** formalised their involvement through signed Memorandums of Understanding (MoUs), becoming key external training partners. Both organisations collaborated on simulator training delivery, embedding Kickstart’s methodology into their own workforce development programs and demonstrating the adaptability and scalability of the simulator model across industries.

Brands to Life was engaged to lead the rebranding and communications strategy for Kickstart Academy. Their scope included the development of a refreshed brand identity, messaging architecture, and a public-facing website. They also produced multimedia content—videos, case studies, and Kickstart testimonials—that played a pivotal role in communicating the program’s impact and supporting stakeholder engagement.

CKAS Mechatronics, the simulator technology provider, built the simulator, supported not only installation and maintenance but also co-designed regional training scenarios with Newhaul’s team. Their collaboration ensured the simulator realistically reflected local driving environments and enabled the development of in-cab assessments.

Pilbara Heavy Haulage Girls (PHHG), although pending a formal MoU at the time of reporting, were actively engaged in discussions to expand simulator-based training into the Pilbara. Their involvement is expected to enhance female participation and regional accessibility, reinforcing the program’s commitment to diversity and geographic reach.

Project Communications

Detail the marketing and advertising activities that occurred. Did the project receive any awards or recognition?

As part of the project’s marketing and promotional activities, Newhaul produced an employee testimonial video featuring a Kickstart Youth Trainee. The video highlighted the trainee’s journey, experience with the simulator program, and transition into on-road training. This content was developed to showcase the impact of the Kickstart Academy and was shared across Newhaul’s social media platforms, including LinkedIn and Facebook, to engage both industry stakeholders and potential recruits.

While the project has not received formal awards or recognition to date, it continues to generate strong interest from partners and peers, particularly for its innovative use of simulator technology and commitment to regional workforce development.

Issues

Discuss any barriers to completing the project milestones

Were there any delays? Did you require any project variations or timeframe extensions?

Major delays and their causes:

Delay in Finalising MoUs (Milestone 7 / Stage 5)

The project experienced ongoing delays in completing the milestone to formalise simulator training MoUs with external organisations. Although agreements were eventually reached with Refuel International and Meedac, and another was in progress with Pilbara Heavy Haulage Girls (PHHG), the delays were attributed to:

- **Team capacity constraints:** Multiple instances of unplanned leave, including bereavement and resourcing shortages, especially in the HR team.
- **Operational reprioritisation:** The employee member (Dale Baynes) leading this milestone was diverted to urgent recruitment and onboarding demands for a new operation, including driver relocation logistics.
- **Leadership transition:** The resignation of the General Manager required reallocation of leadership resources to ensure continuity and operational stability.

Website Development Delay

Originally scheduled for earlier in the year, the standalone Kickstart website's completion was repeatedly postponed due to:

- Newhaul's group-wide rebranding after acquisition by Fenix Resources.
- Competing business priorities within the marketing and communications team.

The final version was eventually launched and began serving as a recruitment tool for both Upskill trainees and mechanics apprentices.

Achieved Outcomes and Impact

What Was Achieved:

Detail the project outcomes and how they align with the objectives and goals set at the start of the project. Include quantitative and qualitative data wherever possible, such as number of beneficiaries, program delivery, etc.

Since its inception in January 2023, the Kickstart Upskill Program has made measurable progress in addressing the shortage of qualified MC drivers in Western Australia, including bringing people to live and work in Geraldton from as far as New Zealand. Through targeted training, strategic partnerships, and investment in advanced simulation technology, Newhaul has created a scalable pathway into the transport industry, especially for underrepresented and regional candidates.

Key Outcomes:

Upskill Program

- **71** participants enrolled in the program
- **39** participants have been offered employment with Newhaul as MC Driver
- **35** graduates accepted offer of employment as Newhaul MC Drivers, and in various stages of onboarding ork actively working.
- **20** participants relocated themselves to Geraldton from intra, and interstate as well as New Zealand to participate.

Youth Program

9 participants enrolled in the program

- 2 participants remain in the program as Youth MC Driver Trainees, they started as high school graduates and have achieved their HR license, learning on the road for their MC license.
- 1 participant transferred to the Workshop Apprenticeship stream (he has since left the business)
- 2 participants in the Workshop Apprenticeship stream currently

Strategic Partnerships:

- **MEEDAC:** Delivered 4 Upskill participants
- **Refuel Australia:** 1 participant trained; job offered but not accepted

- **Pilbara Heavy Haulage Girls:** Simulation training access planned for late 2025, with anticipated efficiency gains in licensing and assessment processes utilising Heather Jones' qualifications, while Heather will be utilising the simulator for training.

The Kickstart Upskill Program has demonstrated strong employment outcomes, improved on-road safety behaviours of Drivers through simulator training, and value through community-based partnerships. The scalable design of the program positions Newhaul to continue addressing industry skill gaps while contributing to workforce diversity.

Upskill Program Overview (Since January 2023)

Category	Description	Count	Additional Details
Total Enrolled	Total number of individuals who joined the Upskill program	71	
Employed Graduates	Graduates hired by Newhaul as MC Drivers	34	11 relocated to Geraldton from various regions including Perth, Northampton, Mingenew, Merredin, York, Melbourne, New Zealand
Offered Employment - Awaiting Licence	Graduates awaiting MC licence before commencing employment with Newhaul	1	
Employment Offer Pending	Participants expected to receive Newhaul job offers upon graduation	2	
Currently in Training	Active participants currently undergoing Upskill training	5	2 relocated to Geraldton from Bunbury and Dongara
Declined Offers	Graduates who declined job offers from Newhaul	4	2 relocated from Carnarvon and Kalbarri.
Withdrawals	Participants who did not complete the program	10	Primarily due to participant stopping contact; 1 opted out due to role misalignment; 4 had relocated to Geraldton to train but returned home
Pending Program Start	Participants enrolled and yet to commence the program	8	1 relocating from Northampton

Current Recruitment Funnel

Stage	Description	Count
Interviews	Scheduled	8
Applications	To be reviewed	17

Strategic Partnerships and Program Expansion – Executive Summary

Newhaul continues to build strategic partnerships that strengthen its capacity to deliver practical, inclusive training outcomes through the Kickstart Upskill Program.

MoU Partnerships

Partnership	Participant	Status	Relocated to Geraldton
MEEDAC	C. Turner	Employed at Newhaul	
	D. Barclay	Will be offered role	
	S. Whitwell	Currently in Upskill	Dongara
	S. Thorne	Waiting to start	Northampton
Refuel	D. Pasfield	Offered job, declined	

MEEDAC

MEEDAC empowers regional and remote communities across the Mid West and Goldfields by delivering sustainable community and employment programs, creating meaningful opportunities, and helping individuals overcome their circumstances to achieve their full potential.

Our collaboration with MEEDAC is developing into a cornerstone of our workforce development approach. Newhaul has committed to training a minimum of two job seekers per quarter through our simulator program. This partnership has not only yielded employment outcomes with Newhaul—such as the appointment of Chondelle Turner and David Barclay as Newhaul MC Drivers, MEEDAC-referred candidates who completed our Upskill program—but also aligns with our DEI (Diversity, Equity, and Inclusion) goals by providing training access to job seekers from underrepresented communities in the Mid West. Newhaul reports a high quality of referrals from MEEDAC and confirms that the partnership is delivering strong, mutually beneficial outcomes. Newhaul remains open to further referrals and is actively recruiting candidates with HR or MC licences with MEEDAC Employment Support Consultant Aaron Birch.

Refuel Australia

Refuel is a well-respected Ampol distributor of quality fuels and lubricants throughout the Pilbara, Midwest, Gascoyne and Murchison regions of Western Australia and the Northern Territory, from Darwin in the north to Alice Springs in the south. Under the Refuel MoU, the first internal participant has completed training—marking an important milestone in our commitment to internal career development.

Pilbara Heavy Haulage Girls (PHHG)

Newhaul's upcoming partnership with Heather Jones and PHHG will expand simulator access and accelerate MC driver training in the Mid West. Starting in the second half of 2025, PHHG students will complete 6–8 hours of simulator training per fortnight at Newhaul's facility. This program will be delivered independently by PHHG's three trainers, with participants transitioning into the Kickstart Upskill Program and aiming for employment with Newhaul.

Heather Jones is currently renewing her licence assessment accreditation, which will allow her to certify MC licences directly. This will significantly reduce delays associated with external assessors and streamline the licensing process for Newhaul's Upskill graduates in Geraldton.

Partnerships That Reflect Our Purpose

Newhaul is proud to collaborate with organisations that share our vision of creating meaningful, long-term impact for people, communities, and the environment. These partnerships reflect our holistic approach to workforce development—harnessing innovative training technologies, fostering strong local and Indigenous relationships, and simplifying licensing pathways to open up employment opportunities.

All of this is supported by Newhaul's industry-leading safety standards and our unwavering commitment to putting safer, better-prepared MC Drivers on the road. This approach aligns with our core value of Making a Difference—empowering individuals, strengthening regional communities, and driving sustainable progress across the Mid West and beyond.

Impact:

Describe the broader impact the project had, such as social, environmental, economic, or industry benefits. Were there any unexpected outcomes? How has the project improved safety in the heavy vehicle industry? (Provide data/evidence to demonstrate impacts)

While formal impact evaluation data is not yet available as the first Upskill driver officially commenced employment in July 2024. As a result, Newhaul expects to collect and analyse one full year of post-employment data for end of financial year. This data will include safety performance data and job retention rates. While this evidence is not yet available at the time of reporting, it will be critical in evaluating the long-term outcomes and continuous improvement of the Kickstart program. The Kickstart Training Academy – STEADY STATE program has demonstrated significant qualitative benefits across several key areas:

Socially, the program created meaningful employment pathways for individuals from regional and underrepresented backgrounds, offering structured training and real-world experience in heavy vehicle

operations. Participants reported increased confidence and a sense of direction, particularly youth trainees and Upskill candidates transitioning into professional driving roles.

Economically, the program supported regional workforce development by upskilling local candidates for long-term employment within Newhaul’s operations. This investment in human capital has reduced dependency on fly-in-fly-out recruitment and helped build a stable, regionally based driver pipeline.

From an industry perspective, Kickstart represents an innovative training model that integrates simulator-based modules with in-cab coaching delivered by experienced Newhaul drivers. This dual approach has not only lifted baseline driver competency but has also positioned Newhaul as a training leader in the heavy vehicle logistics space.

In terms of safety, although no formal metrics have been captured to date, the program’s foundation on “The Newhaul Way”—prioritising safe on-road behaviours, journey management, and scenario-based simulations—has likely contributed to increased awareness and safer practices among new drivers. This structured approach to skill development aims to reduce incident rates and improve compliance with heavy vehicle safety standards.

Unexpected outcomes included the internal professional development of Driver Trainers, many of whom were supported to achieve accredited assessor qualifications, creating a stronger culture of safety and mentorship within the organisation. Future evaluations will be conducted to formally assess the long-term impact on safety outcomes, job retention, and workforce sustainability.

Project Evaluation

Project Success:

Did you meet your expected outcomes/ objectives?

The Kickstart Training Academy project navigated multiple operational and organisational challenges that have informed valuable lessons for future workforce development initiatives. One of the most significant issues was the under-resourcing of the People, Culture, and Training team relative to the scale of business growth. In hindsight, earlier budget approval for team expansion would have better supported strategic planning, reporting, and delivery coordination. The lack of dedicated resources created bottlenecks, particularly in managing the dual demands of national compliance and operational training delivery.

Additionally, the initial placement of the training function within the Corporate People team proved unsustainable. Kickstart Program development and delivery requires on the ground accountability to ensure the best outcomes, closer operational integration. As a result, a recent organisational restructure has now centralised the training function in Geraldton under the General Manager of Road Logistics. This shift includes the appointment of two permanent Driver Trainers and the creation of a new Training and Compliance Coordinator role—improving consistency, accountability, and workforce alignment.

Branding and communications were another area of strain. As these responsibilities for the Newhaul business were led by a senior executive without dedicated support, the project experienced delays in stakeholder updates and external engagement. To address this gap moving forward, Newhaul plans to recruit a dedicated internal Branding and Communications Coordinator, ensuring the company's size and profile are reflected in professional and timely content delivery.

Despite these challenges, the program's adaptability, team commitment, and stakeholder collaboration ensured successful outcomes and positioned the initiative as a scalable model for future training programs.

Lessons Learned:

One of the most successful aspects of the Kickstart Academy – STEADY STATE project was the training and development of Upskill participants—particularly heavy vehicle drivers—through what has come to be known internally as "The Newhaul Way." This approach emphasises exceptional safety, discipline, and professionalism on the road, embedding high standards from the first day of training through to full operational integration.

By combining simulator-based scenarios, real-world route mapping, and structured on-road mentoring with qualified internal Driver Trainers, Newhaul has created a replicable and scalable model that produces job-ready MC drivers with a deep understanding of risk awareness, situational judgement, and safe driving behaviours. The program goes beyond compliance; it instils a culture of responsibility and care, which has proven vital for the company's reputation and operational excellence across demanding remote haulage routes.

The success of this approach is evident in both the high retention rates within the Upskill stream and the confidence with which graduates transition into frontline roles. Many of these trainees are now themselves

stepping up into higher duties as Driver Trainers, further reinforcing the cycle of safe driving practices. The strong outcomes achieved through this model are a testament to the value of investing in fit-for-purpose, safety-led training systems aligned to operational realities—and are considered one of the most impactful legacies of the project.

Sustainability and Future Plans

The outcomes of the Kickstart Academy project are structured for long-term integration into Newhaul's operations beyond the grant period. A key step in ensuring sustainability has been the recent restructure of the training function, now centralised in Geraldton under the General Manager of Road Logistics. This transition includes the creation of a Training and Compliance Coordinator role and appointment of two permanent Driver Trainers, providing local oversight and continuity for simulator and on-road training delivery.

The project's infrastructure—such as the simulator, scenario-based modules, and in-cab assessments—has been permanently embedded into the company's operational training framework. These assets, along with nationally recognised training content developed during the project, will continue to underpin Newhaul's workforce development strategy.

To further strengthen program visibility and stakeholder engagement, the business is planning to recruit a dedicated Branding and Communications Coordinator, ensuring consistent promotion of Kickstart Academy outcomes and its evolving value proposition across industry channels.

Next Steps

Newhaul is now focused on scaling the proven success of the Upskill training stream, with Training Function repositioning and additional 3 new positions. A targeted recruitment marketing campaign is in development, designed to promote "The Newhaul Way" of training—centred on safety, job-readiness, and professional growth. This campaign will leverage digital television and online advertising to reach a broader audience across regional and remote areas.

In parallel, efforts are underway to formalise additional simulator training partnerships, expand delivery to regional partners, and refine training modules to reflect emerging industry needs and route-specific challenges. The business will also deepen its collaboration with existing MoU partners such as Meedac and Refuel, while continuing discussions with future partners like PHHG to ensure inclusive and scalable workforce pathways.

These actions are designed to amplify the long-term impact of the Kickstart Academy, aligning its growth with Newhaul's broader operational expansion and commitment to developing Australia's safest heavy vehicle operators.