

2025

**THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

ELEVENTH ASSEMBLY

National Heavy Vehicle Regulator Annual Report 2023-24

**Presented by
Ms Tara Cheyne MLA
Minister for City and Government Services**



ANNUAL REPORT

2023 - 24

10

10 YEARS - 2014-2024

NATIONAL HEAVY VEHICLE REGULATOR (NHVR)

We are Australia's regulator for all heavy vehicles over 4.5 tonnes gross vehicle mass or aggregate trailer mass.

OUR VISION

A safe, efficient and productive heavy vehicle industry serving the needs of Australia.

OUR MISSION

Through leadership and influence, we administer a statutory national system that delivers consistent and streamlined regulatory services and administration to the Australian heavy vehicle road transport sector, fostering greater safety and productivity while minimising regulatory burden.

OUR VALUES



PEOPLE MATTER

Our employees are our most important asset. We value them and treat them with respect.

We strive to ensure our employees arrive at work safely and return home safely every day.

We encourage and assist our employees to grow professionally and personally.

We recognise each other's efforts and achievements.



CUSTOMER FIRST

We fulfil our commitments.

We consistently deliver outstanding service.

We treat our customers with respect, and listen to their needs and concerns to tailor fit-for-purpose solutions.



WE ADD VALUE

We align our activities and actions to the NHVR's strategic goals and objectives.

We focus our efforts on achieving our vision.

We ask ourselves, "How can I be more efficient and effective?"

We add value by embracing diversity and innovation.

At the end of each working day, we feel we have contributed to the NHVR's purpose and goals.



STRONG PARTNERSHIPS

We help and support each other to achieve exceptional results.

We actively promote a positive culture, and address issues openly and constructively without fear of retribution.

We share our knowledge with our colleagues.

We are each accountable for our own performance and professionalism.

To deliver on our promises, we hold each other to account.

Acknowledgement of Country

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

 Learn more about our new *Reconciliation Action Plan* on page 35.

Cover: Volvo FH, left: Dylan Sarra, *In the Beginning* (2023), opposite: NHVR Safety and Compliance Officers (SCOs) performing heavy vehicle inspections at mobile site in Launceston, Tasmania.

Photo credits: Mark Duffus, Jonathan Wood and Volvo Group.

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We're proud of our progress and positive influence on Australia's heavy vehicle industry. Check out some of our highlights from our journey page 10.

We have a story to tell about how we're changing heavy vehicle safety, productivity and sustainability for the benefit of all Australians. Discover how we performed during the 2023–24 financial year.

Contents

About us	4
Our performance	13
Objective 1 – Safety	15
Objective 2 – Productivity	23
Objective 3 – Sustainability	28
Objective 4 – Regulatory capability (industry)	30
Regulatory capability (employees)	34
Stakeholder engagement	39
Corporate governance	44
Financial statements	53
Appendices and references	66
Appendix A: HVNL reporting requirements	66
Appendix B: Operational and organisational statistics 2023–24	67
Appendix C: Key regulatory activities including compliance costs	70
Glossary	71
Alphabetical index	73
Table of abbreviations	74

i Learn more about who we are and our journey to become Australia's national regulator for heavy vehicles on the following pages.

ABOUT THIS REPORT

This Annual Report provides a detailed account of our performance during the 2023–24 financial year. It is prepared in accordance with the *Heavy Vehicle National Law Act 2012* (Qld) (HVNL) and other relevant legislation and it fulfils our statutory reporting obligations to responsible Ministers (see Appendix A).

Our operational performance is reported against National Performance Measures (NPMs) set out in the *NHVR Corporate Plan 2023–2026*.¹ Approval and inclusion of these NPMs are reflective following independent review. *The NHVR Statement of Expectations 2023–2024*, agreed upon and provided to us by Infrastructure and Transport Ministers in April 2023, guides our strategic direction as shown in this report.

This report also addresses the recommendation of the Productivity Commission Report into *National Transport Regulatory Reform*,² that national transport regulators should monitor and report on compliance costs starting in 2021.³ This information is included as Appendix C on page 70.

We are committed to providing accessible services to people from all culturally and linguistically diverse backgrounds. If you have difficulty understanding this report, please contact us (see below), and we will arrange for an interpreter to communicate it to you.

You can access a digital version of this report and previous reports on our website at www.nhvr.gov.au

If you have any questions about this report, please contact us:
Email: info@nhvr.gov.au
Telephone: 13 NHVR (13 64 87)
Mail: NHVR, PO Box 492,
Fortitude Valley QLD 4006

¹ The HVNL requires NPMs to be included in our Corporate Plan and a report of our performance against them to be included in the Annual Report (see ss 693 and 695).
² Productivity Commission 2020, *National Transport Regulatory Reform*, Report no. 94, Canberra.
³ Ibid, recommendation 7.1.

ABOUT US

The NHVR commenced operations on 21 January 2013 in line with an intergovernmental agreement made between all Australian governments.

With our national headquarters in Brisbane, we are Australia's dedicated, statutory regulator for all heavy vehicles.⁴

We are the regulator for

1.05 m+

registered heavy vehicle units

Including:

119,027 prime movers

179,119 semitrailers

177,075 freight-carrying trucks

118,000+ agricultural vehicles and tractors

36,900+ buses

We work with

273,000+ registered operators

6 state and territory transport authorities

536 road managers

We provide a wide range of services to our customers

8,756 National Heavy Vehicle Accreditation Scheme (NHVAS) accredited operators

76,000+ registered NHVR Portal users who have access to our services through this digital platform

246 bridge and culvert assessments completed under the SLGAAP

336 heavy vehicle inspection sites

50,400+ Performance Based Standards (PBS) scheme registrations

In 2023–24

172,000+ road access permits were issued

3,928 new combinations were added to the PBS scheme

63,400+ calls were answered by our in-house Contact Centre

2.6 m+ website hits

4,299 PBS vehicle approvals were granted

16 Enforceable undertakings (EUs) were accepted

31 Improvement Notices were issued

94 Supervisory Intervention Orders (SIOs) ordered by the courts

⁴ Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.

⁵ NHVR Registration Demographics - General Insights Report.

⁶ Freight carrying trucks are ridged trucks with a body (e.g. curtainsider, pantechs or tippers).

⁷ 2023–24 website hits now include NHVR Portal 2.0 and National Network Map sessions.



SCO Andrew checking drivers records at Glen Waverley, Victoria.

Enabling legislation

The *Heavy Vehicle National Law Act 2012* (Qld) (HVNL) is described as a 'National Law', with its operation dependent upon its application in participating jurisdictions. Each participating jurisdiction enacts legislation through its parliament, which applies the HVNL as one of its laws.

Participating jurisdictions are the Australian Capital Territory, Queensland, New South Wales, South Australia, Tasmania and Victoria.

Our purpose and functions are established under the HVNL, and our activities are guided by our statutory mandate. Under the HVNL, we are accountable to responsible Ministers from the participating jurisdictions and the Commonwealth Responsible Minister.

We work collaboratively with industry, governments and partner agencies to:

- provide leadership and drive sustainable improvement to safety, productivity and efficiency outcomes across the heavy vehicle transport sector
- minimise the regulatory compliance burden, while ensuring the objects of the HVNL are achieved and duty holders meet their obligations
- reduce duplication and inconsistencies in heavy vehicle regulation across state and territory borders.

Our core services and activities

We deliver a comprehensive range of services to the heavy vehicle industry and other stakeholders, and undertake a range of information, education and enforcement activities, under a consistent regulatory framework, including:

- on-road safety, compliance and enforcement
- regulatory and safety information and guidance
- administering compliance with fatigue management requirements under the HVNL

- investigations and prosecutions relating to compliance with the HVNL
- written and Electronic Work Diaries that are required by the HVNL
- National Heavy Vehicle Accreditation Scheme (NHVAS) and accreditation
- PBS vehicle, design and access approvals
- heavy vehicle road access permit application processing and national exemption notices
- heavy vehicle standards, modifications and exemptions
- registering industry Codes of Practice.

Some state and territory road transport authorities and other government agencies deliver various frontline services on our behalf. These arrangements are formalised through service agreements and appropriate delegations.

INFORM, EDUCATE, ENFORCE

We are committed to a regulatory intervention strategy focused on 3 key areas:



PROMOTING SAFETY FOR ROAD USERS AND THE PUBLIC.



IMPROVING PRODUCTIVITY AND EFFICIENCY.



ENSURING EVERYONE COMPLIES WITH THE LAW TO KEEP PEOPLE SAFE.

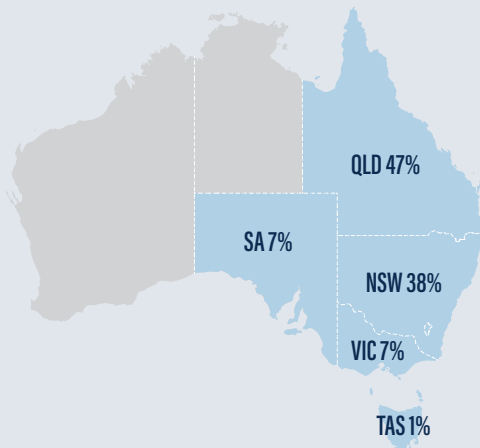
i Learn more about our 2023–24 performance against key safety, productivity, sustainability, and regulatory capability objectives – pages 13–43.



SCOs Wendy and Kathleen in Launceston, Tasmania.

Our people

Our diverse, committed workforce of more than 1,000 employees is central to the delivery of our services. Our workforce operates across the Australian Capital Territory, New South Wales, Queensland, South Australia, Tasmania and Victoria, with 46% of all employees working in on-road roles.



We are committed to providing a safe and healthy environment for our employees and encourage their advancement through ongoing training and professional development programs.

[*i*](#) Learn more about our workforce – pages 34–38.

Our customers and stakeholders

Our broad stakeholder base includes:

- the heavy vehicle road transport industry and its supply chains
- industry associations
- state and territory transport authorities
- local governments and local government associations
- non-government road managers
- police agencies
- current and prospective employees and contractors
- the community.

[*i*](#) Learn more about how we work with our diverse stakeholder group in our Stakeholder Engagement section – pages 39–43.

Opportunities

We continue to leverage strategic opportunities to:

- encourage the adoption of advanced productivity and safety technologies and practices
- deliver a simplified regulatory approach empowering industry to embrace a positive safety culture within a less prescriptive regulatory environment
- develop and deploy relevant information and education resources
- partner with regulatory, police and other enforcement agencies to deliver a fair, effective and consistent approach to compliance activities
- acquire, share and use increasing data volumes to target the greatest safety risks
- support efficient freight transport by collaborating with local governments to enhance their ability to manage heavy vehicle access and productivity
- educate Australians on the shared responsibility of road safety
- leverage new technology and innovative processes to provide excellent service to our customers
- deliver a workplace culture that attracts, supports and retains capable, experienced and professional people.

Challenges and risks

We appropriately manage our key strategic challenges and strategic risks to:

- provide road access certainty and consistency regardless of the impacts of unplanned events such as natural disasters
- harmonise relevant NHVR and state and territory safety agendas for greater reform of industry capabilities
- deliver a national approach for appropriate technology and data use to improve efficiencies across jurisdictions
- enhance understanding of infrastructure capacity in response to an ever-increasing freight task
- empower industry to support behavioural and organisational change resulting in continuous safety improvement
- encourage the uptake of lower emission, higher productivity vehicles to support decarbonisation across the road transport sector
- ensure we have the right skills and capabilities to deliver for the future by investing in our people.

[*i*](#) Learn more about strategic planning in our Corporate governance section – 44–52.

MESSAGE FROM THE CHAIRPERSON

I'm proud to present the NHVR Annual Report for 2023–24 which contains not just our achievements over the last financial year but also demonstrates our progress and positive influence on Australia's heavy vehicle industry to date.

This year marks 10 years since the NHVR commenced its journey to become the national regulator administering the HVNL in Australia across the 6 participating jurisdictions. See a summary of our achievements on page 10.

Facilitating smoother freight movement

The delivery of borderless and consistent regulation and enforcement in all participating jurisdictions across the country enables us to deliver the same positive service experience for our partners and customers regardless of where our operations are located. It also provides an enhanced ability to remove administrative burdens on industry, paving the way for smoother freight movements and improved safety and productivity for the heavy vehicle sector.

In conjunction with our use of new technology and data intelligence, we continued to improve and simplify how the heavy vehicle industry accesses information via the NHVR Portal. Please see page 31 for more information.

A smarter and safer national fleet

To play our part in reforms led by the Australian Government, we removed a major barrier to importing safer vehicles into our market by increasing the approved overall width of motor vehicles to 2.55m. While this is only a slight change of 5cm, aligning our width regulations with those in Europe means manufacturers can import the latest designs from overseas without needing expensive modifications to make their vehicles fit local regulations. We are providing all necessary information and taking appropriate action to ensure that this and related actions under the national Safer Freight Vehicles reforms are successfully implemented.

To continue facilitating the uptake of safer and more efficient vehicles, we worked with the National Transport Commission (NTC) and state governments to finalise mass concessions supporting Australia's move to the Euro VI standard⁸ by ensuring that any mass penalty is addressed. We strongly advocate that these new proposed concessions apply to low and no-emission vehicles.

Road access for larger, higher productivity Performance Based Standards (PBS) vehicles has improved, via the reduction of regulatory barriers. With record growth in the PBS scheme, there are now over 20,000 PBS vehicles in Australia's fleet. This illustrates how we support industry to deliver the nation's freight task more sustainably. Learn more about the PBS scheme on page 28.

Safety on Australian roads

Nothing is more important to us than safety. Reducing the numbers of fatalities and serious injuries arising from incidents involving heavy vehicles remains at the forefront of the challenges we face. In 2023–24, 192 people died in crashes involving heavy vehicles.⁹ This represents an increase compared with the previous year. We will continue to work constructively with all of our government and industry partners to reverse this trend and to help make Australia's roads safe for all users.

Commencing our reconciliation journey

In August 2023, we officially commenced our journey towards reconciliation through the implementation of the inaugural *NHVR Reconciliation Action Plan (RAP) – Reflect*. The RAP embeds a culture of inclusivity, best practice and continuous improvement throughout our organisation.

I look forward to seeing further positive actions to enhance and build meaningful and beneficial relationships in partnership with Aboriginal and Torres Strait Islander peoples. Learn more about our *RAP Plan* and our actions to date on page 35.



Fit for future challenges – a safer more productive industry

To ensure that we continue to be 'fit for future challenges' for the next 10 years and beyond, we have reviewed our performance reporting. This will help us to develop and strengthen our performance and guide our decision making on the most effective ways to achieve reforms for Australia's heavy vehicle industry.

Our existing National Performance Measures (NPMs) were refreshed, and minor updates have been made to our key deliverables to better align with and support our strategic objectives.

We also adopted 6 new strategic enterprise level objectives (pictured on page 12) to drive our future direction. Each objective clearly supports our purpose and future vision of a safe, efficient, and productive heavy vehicle industry serving the needs of Australia. They also align with our key objectives outlined under the HVNL – safety, productivity, sustainability and regulatory capability.

On behalf of the NHVR Board, it is my pleasure to thank all NHVR employees who have provided exemplary customer service and impressive results throughout the year. The Board also acknowledges the significant work of CEO, Sal Petrocchio OAM and his Executive Leadership Team (ELT), and their continued commitment towards progressing a safer, more productive heavy vehicle industry for all Australians.

I would also like to thank my fellow Board members – Julie Russell OAM, the Hon Patrick Conlon, Catherine Scott and Robin Stewart-Crompton – for their ongoing contributions, expertise and support.

It is also my pleasure to thank our industry partners for their continued support and cooperation.

After 10 years, the NHVR has no plans of slowing down – we remain committed to driving change for the heavy vehicle transport sector, as we aim to ensure safe, efficient, and productive heavy vehicle movements across Australia.

A handwritten signature in black ink, reading 'Duncan Gay'.

The Hon Duncan Gay AM
Chairperson

⁸ Australian Design Rule 80/04 mandates Euro VI standards for all newly approved heavy vehicles supplied from 1 November 2024 and all existing models supplied from 1 November 2025.

⁹ Bureau of Infrastructure and Transport Research Economics, *Australian Road Deaths Database*.

CEO'S REPORT

As the NHVR celebrates its 10th year as the country's national heavy vehicle safety regulator, it's important to reflect on what has been achieved together. Against the backdrop of a constantly challenging and evolving industry, we have always sought to work in partnership with our stakeholders to drive better safety and productivity outcomes for the benefit of all Australians. Since our inception in 2013, the safety of our customers and the community has been at the centre of all that we do.

A 10-year journey to a single national heavy vehicle regulator

In April 2024, we completed our National Services Transition program, bringing in Queensland as our final jurisdiction which now sees the NHVR ensuring compliance with the Heavy Vehicle National Law across 6 Australian jurisdictions, namely, the Australian Capital Territory, New South Wales, Queensland, South Australia, Tasmania, and Victoria.

The transition of Queensland was a significant achievement for the NHVR. We can now take a consistent approach to compliance and enforcement from the roadside to interventions, borderless operations and delivering timely, national responses to critical compliance issues right across the country. We will gain considerable benefits in terms of our capacity to use and deploy our resources nationally.

Following the 10-year journey of bringing in the 6 jurisdictions, I am confident that, through our forward looking national approach to heavy vehicle compliance, we will see a safer and more productive heavy vehicle industry across Australia.

Focusing on the greatest safety risks

In 2023–24, we conducted 4 intelligence-led national safety operations across participating jurisdictions. Focusing on key safety risks including fatigue, dangerous goods and construction, these joint operations were conducted with state-based police agencies who also targeted offences including drug/drink driving. Please view our case studies in our Safety and Productivity sections of this report for further information.

Tragically during 2023–24, as our Chair has described, 192 people died in crashes involving heavy vehicles, including 99 deaths in crashes involving articulated trucks and a further 81 deaths in crashes involving heavy rigid trucks.¹⁰

Bus-crash-related deaths decreased by 27.3% this financial year, with a total of 16 fatalities (compared to 22 the previous year). These tragic and alarming figures tell us that we need to be doing more to ensure greater safety outcomes for all road users.

While we continue to work constructively with the heavy vehicle industry, we know that more education needs to occur with light vehicle drivers who remain the at-fault party in most fatal crashes involving trucks in Australia (77.4%).¹¹ In response to this, we are continuing to undertake public road safety campaigns. These are aimed at educating and informing all road users how to share the roads safely with trucks. We have a particular focus on high-risk cohorts such as learner and provisional plateters. Please see pages 21–22 for more information on what we have done.

Utilising data-led technology

In late 2023, we released the National Network Map (NNM), consolidating road network information across Australia into the NHVR online Portal. This key initiative improves heavy vehicle access and decision-making by combining state-based heavy vehicle road networks and displaying them in one online location, the first time that this has been achieved.

It is the single and authoritative location for the heavy vehicle industry to map journeys across state and territory borders for their entire fleet. I thank our jurisdictional partners in achieving this outcome.

Operators can now view permitted access routes and seek road access approval on a national level. Further enhancements to the NNM are planned in 2024–25 to ensure that we continue to deliver on our commitment to improve and simplify industry access to information via the NHVR Portal.

This foundational work will integrate over time with the National Automated Access System (NAAS), providing industry with a seamless experience through the NHVR Portal for all access information.

In March 2024, the Advanced Fatigue Management (AFM) digital application was also upgraded in the NHVR Portal. This enhancement not only reduces the administrative barriers for operators when creating their operations manuals, but also provides a practical tool to help industry to have access to tailored work and rest options. Please see our Productivity section on page 19 for more information.

A better customer experience

Our customer-focused approach to service delivery continues to provide practical benefits for industry and all Australians. We understand the critical role our customers play in helping to deliver a safe and productive heavy vehicle industry, and believe they deserve the best possible experience when dealing with the NHVR. This is reflected in our corporate values – *Customer First, We Add Value, People Matter* and *Strong Partnerships*.

¹⁰ Figures sum to more than the total because some crashes involved more than one type of heavy vehicle, Road deaths in crashes involving heavy vehicles. [Australian Road Deaths Database - ARDD | Bureau of Infrastructure and Transport Research Economics \(bitre.gov.au\)](#)

¹¹ [NTARC Major Crash Investigation 2023 Report](#).

Our in-house Customer Contact Centre, which is a key part of our operations, continued to provide superior customer service to callers with a total of 64,590 calls answered this year (compared to 60,676 in 2022–23). Despite a 6.45% increase in call volumes, 91% of callers received assistance or a solution immediately and 82% of calls were answered within 30 seconds. In addition, we successfully achieved a 97% customer satisfaction rating (based on 13,000 post-call surveys). This is the third successive year we have achieved a satisfaction rating above 96%.



In November 2023, we were awarded for *Organisation of the Year – Government/Not-for-profit* at the Customer Service Institute of Australia (CSIA) Australian Service Excellence Awards. This was a significant achievement which recognised the NHVR as best-in-class for Customer Excellence.

Winning this award was a major milestone for us, showcasing our ability to support our customers.

I wish to thank the NHVR Board for their ongoing guidance and support as we continue our journey to develop further as a modern, effective and customer-focused regulator. Thank you also to the NHVR team – your passion and commitment to the safety of all Australians is evidenced in your daily efforts and must be commended.

Our team at the NHVR has been responsible for many impressive achievements over the past decade, with some of our most recent successes being critical to a safer, streamlined and more efficient heavy vehicle industry. Such commitment and dedication have underpinned the development of a new regulatory approach built on a stronger working relationship with industry to improve safety outcomes.

I look forward to continued advancement towards fully achieving our vision of a *safe, efficient and productive heavy vehicle industry serving the needs of Australia* in coming years.

Sal Petrocchio OAM GAICD
Chief Executive Officer

Improved safety and productivity in 2023–24

- **48.5%** decrease in average turnaround times for PBS vehicle approvals
- **107%** increase in improvement notices (from 15 to 31)
- **13%** increase in national road access notices issued (from 15 to 17)
- **20.8%** increase in PBS vehicle approvals issued (from 3,560 to 4,299)
- **+960** hours safety and compliance education at 240 stakeholder engagement events
- **246** bridge and culvert inspections and assessments as part of Strategic Local Government Asset Assessment Project (SGLAAP)

Letter of transmittal

19 September 2024

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government

Dear Minister

We are pleased to present to you the Annual Report for the National Heavy Vehicle Regulator (NHVR) for the reporting year 1 July 2023 to 30 June 2024.

The report has been prepared in accordance with the requirements of the *Heavy Vehicle National Law Act 2012* (Qld). It demonstrates how the NHVR has driven sustainable improvements to safety, productivity and efficiency across the Australian heavy vehicle road transport sector in line with the commitments made in the *NHVR's Corporate Plan 2023–2026*.

Performance against the National Performance Measures contained in the Corporate Plan has been subject to an independent ASAE 3000 assurance review conducted by Ernst & Young.

Yours sincerely

The Hon Duncan Gay AM
Chairman

Sal Petrocchio OAM GAICD
Chief Executive Officer

NHVR KEY ACHIEVEMENTS

Since 2013, we've been driving change across Australia's heavy transport sector to create a safe, efficient and productive industry that continues to serve the changing needs of Australians. Here are some highlights from our journey so far.

2013	2014	2015	2016	2017	2018
NHVR commences operations – Manages NHVAS & Performance Based Standards (PBS) scheme  PBS Review Panel Meeting organised by the NHVR ✓ 19,200 calls ✓ 166,000+ web visits	Full HVNL commences NHVR commences access & vehicle standards operations ACT, NSW, QLD, SA, TAS & VIC deliver some heavy vehicle regulatory access & permit services on behalf of NHVR NHVR commences issuing notices under its authority  Publishes Safety Alert ✓ 45,886 calls ✓ 354,000+ web visits	Establishes: • Industry Reference Forum • Agricultural Industry Operator Group • Crane Industry Operator Group • Livestock & Rural Transporters Industry Operators Group • Oversize Overmass Industry Operator Group ✓ Return of all access permits from TAS ✓ 52,332 calls ✓ 550,000+ web visits	Publishes 65 notices, including: • <i>National Class 2 PBS Level 1 & 2A Truck and Dog Trailer Notice</i> • <i>National Class 1 Special Purpose Vehicle Notice</i> • <i>Multi-State Class 1 Load Carrying Vehicles Dimension Exemption Notice</i> Releases: • National Heavy Vehicle Inspection Manual • NHVR Portal – Customer Module • National Roadworthiness Baseline Survey results • Heavy Vehicle Daily Safety Checklist Guide Launches the Heavy Vehicle Safety Initiative (HVSII) ✓ 55,027 calls ✓ 670,000+ web visits  PBS Scheme receives Special Commendation <i>Innovation in Freight Movements Award</i> from the Chartered Institute of Logistics and Transport (CILT)	Publishes an additional 19 notices Releases: • Performance Based Standards Pre-advised Design Approvals • <i>Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)</i> • NHVR Portal – Road Manager Module • CoR Gap Assessment Tool • Common Heavy Freight Vehicle Configurations chart—NHVR's most popular document +620,000 downloads by 2024 Launches National Safety Camera Network (NSCN) with 5 cameras in VIC Undertakes: •  of 3 cross-border, inter-agency on-road compliance operations targeting non-compliant operators • national Chain of Responsibility (CoR) education & awareness program Transition of heavy vehicle services from SA to NHVR Return of all access permits from ACT Return of all access permits from SA Introduces the pre-advised Design Approval process to significantly reduce the processing times for applicable PBS vehicles ✓ 53,038 calls ✓ 926,000+ web visits	Releases: • Personal Use Fatigue Exemption • National Roller Brake Testing Procedure • Safety Management System guidance material • Electronic Work Diary Policy Framework & Standards • NHVR Portal – Registration Module • National Compliance & Enforcement Policy • National NHVR Registration Checker App Establishes: • Safety Industry Operator's Group • Accreditation Working Group with industry  Launches the Heavy Vehicle Confidential Reporting Line (HVCRL) Return of all access permits from VIC Transition of heavy vehicle services from TAS to NHVR Primary duty investigations commences & Investigations Unit established in QLD Amended CoR laws commences Master Code of Practice registered Return of intrastate Class 3 access permits from NSW Commences the <i>National Harmonisation Program</i> for the movement of agricultural equipment & the national access for B-doubles ✓ 60,260 calls ✓ 1.4 mil+ web visits

2019

Publishes:

- *National Class 2 B-double Notice*
- *National Class 1 Agricultural Notice* (covering 80% of agricultural equipment)

Launches:

- Fatigue Monitoring Technology trial
- Strategic Local Government Asset Assessment Project (SLGAAP)
- NHVR Portal - Registration Services Module
- *We Need Space to Keep You Safe* campaign

Standardised compliance across jurisdictions

Investigators execute search warrants in Mildura, VIC in joint operation with Police from VIC, SA & NSW & VicRoads

🏆 Receives *Excellence in Safety Award* from CILTA for a practical and exceptional commitment to excellence in safety

📋 Hosts Investigations Conference ensuring consistency of HVNL investigations

Transition of heavy vehicle services from the ACT to NHVR

Transition of heavy vehicle services from VIC to NHVR

Transitional arrangement expires & remaining instruments remade under the HVNL

11 NSCN locations in VIC, QLD & ACT

- ✓ 59,897 calls
- ✓ 1.7 mil+ web visits
- ✓ 1,432 HVCRL calls

2020

Launches:

- SLGAAP – Phase 1
- *Heavy Vehicle Productivity Plan 2020-2025*
- *Vehicle Safety & Environmental Technology Update Plan*

Establishes:

- National Policy & Strategy Group
- PBS internal computer modelling capability to assess vehicle combinations

↑ 81% in gazetted notices, increasing access on key freight routes

PBS vehicles ↑ 21% to 25,585 & approved combinations ↑ 19%

Publishes 23 notices for improved access

✓ 26 regional operations with police & other regulatory agencies in the ACT, SA, TAS & VIC

✓ 3 primary duty charges laid, 6 warrants executed & 3 CoR prosecutions adjudicated as having a reasonable prospect of conviction

121 NSCN sites across in ACT, SA, TAS & VIC

✓ 59,689 calls

✓ 1.9 mil+ web visits

✓ 1,288 HVCRL calls

2021

SLGAAP Phase 1 undertakes 294 asset assessments

+12,000 PBS combinations now approved

Publishes 29 new, updated or renewed access notices

Launches:

- in-house call centre
- Regulatory Compliance Mobility Solution
- Critical Risk Safety Management System
- 5 types of Electronic Work Diaries (EWDs) approved

Releases:

- Online Operator Guides for notices
- 9 Step Safety Management System Roadmap
- Customer Experience Charter
- Regulatory Advice – primary safety duty & CoR

Vehicle Standards permit volumes ↓ 95% since go live

📋 Supervisory Intervention Order (SIO) issued, CoR conviction, Commercial Benefits Penalty Order & HVNL search warrant in TAS in joint forces with TAS Police

Publishes 31 notices, including:

- *National Class 2 Performance Based Standards (Tier 1) Authorisation Notice 2021 (No.1)*
- *National Class 2 Performance Based Standards (High Productivity) Authorisation Notice 2021 (No.1)*

15 charges relating to breaches of the primary duties & 2 EUs under the HVNL

- ✓ 59,322 calls
- ✓ 2.2 mil+ web visits
- ✓ 1,198 HVCRL calls

2022

Launches:

- Generic Tyre Approach for PBS vehicles
- *NHVR Heavy Vehicle Safety Strategy 2021-2025*
- *Don't #uck With A Truck* safety campaign
- Next Generation Route Planner

Transition of heavy vehicle services from NSW to NHVR

📋 Industry sector Code of Practice

✓ 8 types of EWDs approved

📋 Category 1 conviction

15 EUs & 15 charges relating to breaches of the primary duties under the HVNL

🏆 Awarded *2022 Service Champion Award – Customer Service Organisation of the Year* (Gov/ NFP) at the Customer Service Institute of Australia (CSIA) Service Excellence Awards

Adds ReciteMe translation services to web

Publishes 48 notices

✓ 55,000+ registered NHVR Portal users

✓ 14,500+ PBS-approved combinations operating

✓ 480+ employees

✓ 52,513 calls

✓ 2.3 mil+ web visits

✓ 1,692 HVCRL calls

2023

Launches:

- Freight PASS tool
- Pavement Impact Comparison Calculator
- 📋 *Reconciliation Action Plan*
- *We All Need Space* campaign
- Generic tyre approach for PBS combinations
- NHVR Portal – AFM Application Pack, Next Generation Route Planner, PBS Design Approvals
- National Network Map
- Loading Guides suite

Establishes task forces for over height tunnel incidents & off-road party investigations

SLGAAP – Phase 2 delivers 100+ asset assessments

Continuation of transition of heavy vehicle services from QLD to NHVR

13 EUs & 86 SIOs under the HVNL

🏆 Awarded *2023 Customer Service Organisation of the Year* (Gov/NFP) by CSIA

✓ 50 police-led heavy vehicle safety compliance operations

Publishes 44 notices, including:

- *Multi-State Class 1 Load Carrying Vehicle Dimension Exemption Notice 2023 (No.2)* for specific vehicles up to 5.5m W, 35m L & 5m H
- *Multi-State Class 1 Load Carrying Vehicle Mass Exemption Notice 2023 (No.1)* for specific vehicles up to 115t

✓ 800 employees

✓ 10 types of EWDs approved

✓ 60,676 calls

✓ 2.2 mil+ web visits

✓ 1,797 HVCRL calls

NEW STRATEGIC, ENTERPRISE LEVEL OBJECTIVES

Our review of the NHVR's performance reporting focuses our efforts over the next 3 years – strengthening our agenda for reform as Australia's national regulator for heavy vehicles.

We have introduced 6 new strategic enterprise level objectives (figure 1) to support our future direction from 1 July 2024 until 30 June 2027.

Our 6 enterprise level objectives will guide our work and our purpose to achieve our vision. They provide an integrated approach in support of our key objectives outlined under the HVNL, namely, safety, productivity, sustainability and regulatory capability.

New multi-divisional operational workstreams identify how we will achieve our new objectives and key business deliverables to carry us forward.

We will report progress against the new objectives and performance measures - and analyse their contribution to the achievement of our vision - in our 2024-25 Annual Report.

- 1 Prioritise safety as our core objective for the safety of our people and to reduce the heavy vehicle road toll and serious injuries.
- 2 Collaborate with industry stakeholders and jurisdictions, streamlining and optimising regulatory processes for greater efficiency and sustainability gains.
- 3 Utilise innovative technologies to enhance safety, compliance, and regulatory decision-making.
- 4 Deliver a national, borderless operation.
- 5 Prioritise customers' needs, including jurisdictions and the community, without compromising our independence.
- 6 Foster a dynamic environment that consolidates, standardises, and enhances both front-office and back-office processes, whilst investing in our people's growth and wellbeing.



SCOs Mick and Rohan at our Townsville office opening.

Figure 1.



OUR PERFORMANCE

Our Annual Report measures our performance against the following 4 HVNL key objectives:



SAFETY

Promote public safety.



PRODUCTIVITY

Promote industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles.



SUSTAINABILITY

Manage the impact of heavy vehicles on the environment, road infrastructure and public amenity.



REGULATORY CAPABILITY

Encourage and promote regulatory capability through productive, efficient, innovative and safe business practices.

OUR PURPOSE

We provide leadership to, and work collaboratively with, industry and partner agencies to:

- drive sustainable improvement to safety, productivity and efficiency outcomes across the heavy vehicle road transport sector and the Australian economy
- minimise the compliance burden, while ensuring the objects of the HVNL are achieved and duty holders meet their obligations
- reduce duplication of, and inconsistencies in, heavy vehicle regulation across state and territory borders.



In May 2024 the NHVR escorted a 477-tonne Oversize Overmass (OSOM) superload from Glen Waverley, Victoria, to the New South Wales border at Wodonga. The transformer's 3-day journey needed 5 prime movers and 4 NHVR pilot and escort vehicles to accompanying the load. The superload was an impressive 125 metres long and 5.8 metres wide.

2023-24 PERFORMANCE AGAINST NATIONAL PERFORMANCE MEASURES

2023-24 Performance Indicators	Result	Target	Performance Variance	Target met	Page
SAFETY					
Rate of recidivist offending ¹²	1.39%	1.48% (3%↓)	6%↓	✓	18
Number of supply chain prosecutions ¹³	7	21 (10%↑)	67%↓	✗	17
Number of improvement notices issued	31	14 (20%↑)	121%↑	✓	16
Number of operators accredited in the NHVAS	8,756	8,921 (5%↑)	2%↓	✗	15
PRODUCTIVITY					
Number of national notices issued ¹⁴	17	8	113%↑	✓	23
Number of new notices issued ¹⁵	67	38	76%↑	✓	23
Number of road manager pre-approvals	254	392 (12.5%↑)	35%↓	✗	24
SUSTAINABILITY					
Number of PBS vehicles ¹⁶	11,950	9030 (5%↑)	32%↑	✓	28
Average age of vehicles in the national heavy vehicle fleet (years)	15.7	15.3 (3%↓)	2.6%↑	✗	28
Number of road manager pre-approvals for PBS networks	47	87 (12.5%↑)	46%↓	✗	28
REGULATORY CAPABILITY – INDUSTRY					
Average turnaround times for permit approvals (days) ¹⁷	11.5	11.1 (5%↓)	3.6%↑	✗	31
Average turnaround times for PBS vehicle approvals (days)	3.5	6.1 (10%↓)	43%↓	✓	31
Customer satisfaction with the NHVR Portal	76.5%	≥75%	2%↑	✓	31
Customer satisfaction with the NHVR website	75.3%	≥75%	0.4%↑	✓	32
REGULATORY CAPABILITY – EMPLOYEES					
Employee engagement ¹⁸	73%	≥75%	2.7%↓	✗	34
Employee turnover ¹⁹	14%	<10%	40%↑	✗	38
Lost Time Injury Frequency Rate (LTIFR) ²⁰	3.32%	<6.5%	49%↓	✓	34
Total Recordable Injury Frequency Rate (TRIFR) ²¹	12.96	<8	62%↑	✗	34

¹² Heavy vehicle drivers who have reoffended during the 12-month period for the same category of harm under the HVNL, including all regulatory outcomes – formal warnings, education, infringement and breach notices, and directions.

¹³ Number of defendants charged under Chapter 1A of the HVNL in courts of participating jurisdictions.

¹⁴ All national road access notices (2 or more participating jurisdictions) published on the Commonwealth Gazette during the year. Notices enable certain categories of heavy vehicles to access specific routes according to a set of conditions without needing to apply for a permit.

¹⁵ Total notices published in the gazette, including new notices and renewals.

¹⁶ Total number of Vehicle Identification Numbers (VINs) for individual vehicles added into the PBS scheme. New units (individual VINs) added in 2023-24.

¹⁷ Includes NHVR, road manager and customer turnaround times.

¹⁸ Employee Survey facilitated in November 2023.

¹⁹ Employees (not including agency staff) who leave the NHVR voluntarily through resignation or retirement.

²⁰ Does not include contractor/agency staff.

²¹ Ibid.

OBJECTIVE 1 – SAFETY

National Performance Measure 1

Fatalities and injuries across the industry and its supply chain reduce through increased compliance with safety requirements and adoption of key Safe System principles.

Safety Strategies

Position the NHVR as the national leader in heavy vehicle safety.

Deliver improved and measurable safety outcomes, targeting the greatest safety risks.

Performance Indicators	2022-23	2023-24		Target met	Page
	Result	Result	Target		
Rate of recidivist offending ²²	1.5%	1.39%	1.48%	6%↓	✓ 18
Number of supply chain prosecutions ²³	10	7	21	67%↓	✗ 17
Number of improvement notices issued	15	31	14	121%↑	✓ 16
Number of operators accredited in the NHVAS	8,496	8,756	8,921	2%↓	✗ 15

As a modern, risk-based regulator, we collect and use data-driven intelligence to identify and target the greatest safety risks relating to heavy vehicles.

We use the right balance of information, education and enforcement to create positive change in the industry's safety culture and the individual behaviour of all road users - with the aim of reducing the likelihood of crashes, fatalities and serious injuries involving heavy vehicles.

National Heavy Vehicle Accreditation Scheme (NHVAS) participation continues to grow

The NHVAS is a national formal standard under the HVNL recognising operators with robust safety management systems in place. Accreditation gives some important benefits to these operators. It is also increasingly being used to show compliance with general duty requirements under road transport law. Operators can apply for accreditation in various modules.

Participation in the NHVAS has grown for 8 consecutive years. Scheme participation increased by 3.1% during the year – from 8,496 operators in 2022–23 to 8,756 in 2023–24.

While NHVAS overall scheme growth remained steady, merger and acquisition activity amongst NHVAS operators continued to affect growth in participation, as did uncertainty around the outcomes of the HVNL review. Even so, our proactive approach to encouraging applications has continued to drive scheme uptake this year by focusing on removing scheme entry roadblocks.

The number of individual accredited modules in the NHVAS grew by 3.5% to a total of 14,675 (14,171 in 2022–23), with companies expanding the range of areas in which they are accredited under the scheme.

Total vehicles covered under Mass Management Accreditation and Maintenance Management Accreditation²⁴ also grew by 5.7% to 191,932 accredited units (181,461 in 2022–23). Basic Fatigue Management (BFM) participation increased by 5.0% to 3,078 operators (2,933 in 2022–23).

We continued work to ensure the NHVAS delivers a balanced regulatory approach. Where there is non-compliance with accreditation requirements, action may be taken under the HVNL. In 2023–24, the Accreditation team initiated regulatory actions (i.e., Proposed action to Cancel/s459 notices and/or the application of conditions on accredited operators) against 461 operators, or 5.2% of operators in the NHVAS.

Overall, 72% of the affected operators were able to comply with the conditions and return to a performance level acceptable under the scheme. The high level of compliance to notices aligns with our ethos of assisting operators to maintain a level of performance required to hold NHVAS accreditation.



SCO Warwick in Darroobalgie, New South Wales, performing an undercarriage inspection.

²² Heavy vehicle drivers who have reoffended during the 12-month period for the same category of harm under the HVNL, including all regulatory outcomes – formal warnings, education, infringement and breach notices, and directions.

²³ Number of defendants charged under Chapter 1A of the HVNL in courts of participating jurisdictions.

²⁴ Mass Management Accreditation and Maintenance Management Accreditation - [Accreditation modules | NHVR](#)

Targeting over-height tunnel incidents

In response to a spate of over-height truck incidents in Sydney's road tunnel network in the first half of 2023, a multi-agency taskforce was established.

In conjunction with Transport for New South Wales (TfNSW), the taskforce brought together representatives from NSW Police, the NHVR, Road Freight NSW and the Transport Workers' Union to drive strategies to reduce over-height breaches, educate truck drivers on load and route management, and improve operational responses to get traffic moving when incidents occurred.

From mid-2023 the NHVR investigated 21 incidents involving off-road parties (duty holders who are not drivers) in New South Wales, resulting in education and improvement notices for several operators. Comparing the 6 months before and after our taskforce's establishment, the following improvements have been delivered:

- 87% reduction in total tunnel closure minutes (TCMs) in the Sydney Harbour tunnel
- 50% reduction in TCMs in the Domain tunnel
- 71% reduction in TCMs in the Lane Cove tunnel
- 70% reduction in TCMs on M5 East (including airport surrounds).

The complementing communications strategy included enhanced industry education via an over-height vehicle

awareness video and a brochure translated into multiple languages. The brochure was provided to heavy vehicle drivers during intercepts. Refer to [Over-height trucks | NHVR](#) for more information.

A social media campaign ran in July and November 2023, targeting heavy vehicle operators and drivers travelling in metropolitan Sydney. This reached 470,000+ users online and directed 1,000+ users back to the Over-height page on the NHVR website.

Increased advertising across trade and traditional media, including Big Rigs and Australian Trucking Radio, and across Sydney Metro 9 Mastheads (Sydney Morning Herald) reached over 290,000 impressions across the Sydney metro region.

Editorial pieces were also published in trade magazines, including Owner Driver and Power Torque, to further educate operators and drivers.

A strong media response process in collaboration with TfNSW and NSW Police ensured message alignment and responsive information sharing. The NHVR Media team also provided support and input for various TfNSW, NSW Police and NSW Government media releases and interviews.

Left: NHVR promotion targeting over-height truck incidents in Sydney tunnels. Below: the NHVR created an over-height truck awareness video and brochures in multiple languages for drivers and operators.



Sharing data to deliver a more consistent approach to on-road compliance

We continue to share data with police agencies as part of our data-sharing project. During the year, trials progressed with South Australia Police (SAPOL) and Victoria Police (VICPOL) utilising the NHVR's Regulatory Compliance Mobility System (RCMS)²⁵ platform.

The trial helped to develop a common view of the HVNL enhancing each agency's ability to drive greater safety outcomes from having better oversight of safety data. We are now progressing towards sharing Automatic Number Plate Recognition (ANPR) data to increase the first-time sightings data with VICPOL. Workshops held with both the NSW Police Force (NSWPF) and Queensland Police Service (QPS) led to options papers about data sharing being disseminated for review and approval.

This year, 4 NHVR intelligence-led, joint national operations were run across all participating jurisdictions targeting current safety risks - fatigue, dangerous goods, construction and secondary roads, which may have less safe driving conditions. These operations were conducted with police agencies, who gave attention to state-based offences, including drug/drink driving.

During the reporting period, the NHVR performed data analysis and provided a total of 21 intelligence briefings to various law enforcement agencies. The primary recipients included the NSWPF and VICPOL, with both receiving 8 intelligence briefings regarding a cross section of risk areas, including geographical, industry-based, mechanical and fatigue issues.

²⁵ RCMS is cloud-based mobile application used by NHVR on-road SCOs during heavy vehicle intercepts to complete risk profiling and targeted enforcement. [Regulatory Compliance Mobility Solution | NHVR](#)

Utilising mobile camera technologies to pinpoint risk

We continued to expand our mobile Automatic Number Plate Recognition (ANPR) camera program this year, and we now operate 24 mobile ANPR vehicles and 7 mobile ANPR trailers across Australia, with the acquisition of further assets under consideration.

Mobile ANPR technology is an important tool that allows us to increase our heavy vehicle interaction, to detect enforcement avoidance activity, and to undertake targeted risk-based intercepts and specialist operations.

To date, the NHVR mobile camera program has captured more than 1 million vehicle sightings.

+ CASE STUDY

Taskforce Paragon

In April 2020, a heavy vehicle operated by a transport company collided with stationary vehicles resulting in the deaths of 4 persons.

At the time, the driver was driving whilst fatigued and under the influence of drugs and alcohol. The subsequent VICPOL investigation revealed the following had occurred over a 7-month period prior to the collision:

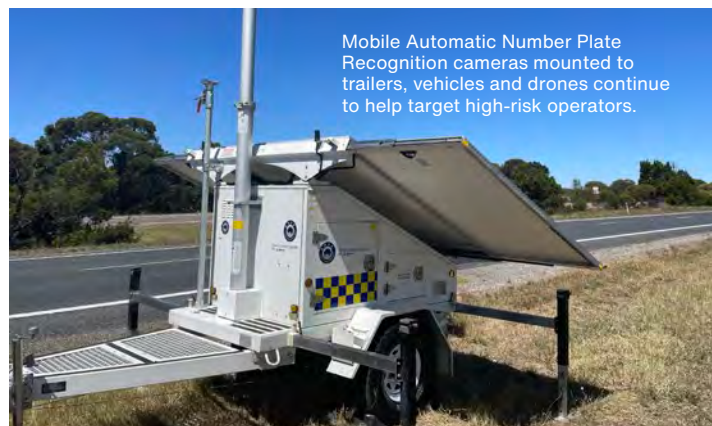
- More than 40% of the company's driving shifts had one or more fatigue-related breaches;
- Across approximately 1,900 driving shifts, more than 800 shifts had a number of fatigue breaches;
- The supervisor checked and endorsed over 500 of the 800 offending shifts;
- 2.6% (22) of the breaches within the 800 shifts were identified by the company;
- No non-conformance reports were issued to drivers by the company for HVNL breaches;
- The primary contractor for the company had raised Critical Non-Conformance Reports against the company for repeated fatigue breaches by their drivers;
- Evidence of falsified timesheets under other employee names to avoid detection were used and approved by senior management.

In November 2023, a Magistrate convicted the company of relevant Category 1 and Category 2 offences under the HVNL and imposed a fine of \$2,800,000, reduced to \$2,310,000 on account of guilty pleas.

The company was also ordered to pay prosecution costs. In addition, the Court made an order prohibiting the company from conducting any transport activities for 12 months.

In the same month, the company's State Manager was convicted and fined \$70,000 and the Managing Director was convicted and fined \$22,500 and was also subjected to a Supervisory Intervention Order (SIO) with conditions to undertake further education. Both offenders were also ordered to pay prosecution costs.

In January 2024, the company's National Operations Manager was sentenced to a term of imprisonment of 3 years with a non-parole period of 12 months and a prohibition order was made prohibiting him from having any role or responsibility in the managing, supervising, monitoring or directing of drivers in the use of heavy vehicles. The National Operations Manager was also ordered to pay prosecution costs. The National Operations Manager has since lodged an appeal against both his sentence and conviction, which, at the time of the publication of this report, was still before the Court.



+ CASE STUDY

Operation Forager

On 20 November 2023, we partnered with police across New South Wales, Queensland, South Australia, ACT and Tasmania to conduct a 4-week national operation to combat fatigue-related heavy vehicle crashes over the holiday period.

The major joint operation raised awareness about the importance of managing fatigue when driving, providing information across the heavy vehicle industry about on-road compliance and staying safe on the roads during the busy holiday period.

NHVR on-road officers patrolled locations frequented by long haul intrastate and interstate heavy vehicles, and worked with industry to ensure they were complying with their work and rest requirements as part of our 'inform, educate and enforce' approach.

During the operation, NHVR officers conducted over 5,350 heavy vehicle intercepts across our Southern and Central regions. Work diary and fatigue-related education was provided at 623 of these intercepts, accounting for approximately 156 hours of roadside education with drivers, further underscoring our commitment to safety within the heavy vehicle industry.

Operation Forager demonstrated the effectiveness of our holistic approach to safety, combining education with compliance and enforcement. This ensures that heavy vehicle operators and drivers are not only aware of their legal obligations but are also equipped with the knowledge to make more informed decisions on the road about their safety.

Operation Forager media coverage

'We don't value infringements, we value safety,' says NHVR



JAMES GRAHAM

December 1, 2023, 1:28 pm 3

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Source: James Graham (2023) 'We don't value infringements, we value safety,' says NHVR, *Big Rigs Magazine*.

+ CASE STUDY

SA Operator Case

In July 2022, a rigid heavy vehicle towing a fully laden trailer ("the combination") collided with a passenger bus and 5 cars. The collision was a result of failures of the combination's braking system. SA Police launched an investigation into the company and the individual that jointly operated the combination.

The investigation revealed the following:

- the company and the individual permitted the combination to be driven in an unsafe condition with regards to the combination's braking system
- the company and the individual permitted the combination to be driven without the journey being scheduled to manage driver fatigue
- the company and the individual permitted the driver to drive the combination without undergoing any fitness to drive checking, training or induction. It was later discovered that the driver's heavy vehicle licence had expired
- the company and the individual had no policies and procedures in relation to transport and safety
- the trailer was overweight.

In February 2024, a South Australian court imposed the following penalties against the company and the individual:

- a \$120,000 fine for the company, which was reduced to a \$84,000 fine on account of an early guilty plea
- a \$10,000 fine for the individual, which was reduced to a \$7,000 fine on account of an early guilty plea.



Source: Claire Campbell (2022) 'Nine people injured in serious crash involving truck, bus and multiple cars at South Eastern Freeway', ABC News.

Investigating safety non-compliance by off-road parties

The NHVR commenced a total of 12 investigations for the 2023–24 financial year; investigating companies and other parties in the chain of responsibility, who were alleged to have committed offences under the HVNL. Alleged offences included poor business practices contributing to driver fatigue, speeding, vehicle standards and loading delays, contravening ss 26H and 26G (Category 2 and 3 offences) of the HVNL.

Livestock transportation was a key focus, with investigations commenced into heavy vehicle roll overs and fatalities. Our team was also heavily involved in education and industry engagement events. They were consulted on regulatory advice regarding the responsibilities of off-road parties in the livestock industry and the development of strategies to increase NHVR information gathering capabilities.

Next year, we will give the team greater scope to undertake more investigations, while remaining committed to industry engagements, education and pro-active operations.

Providing targeted industry education for improved compliance

Our Regulatory Standards and Advice program progressed during the year with the publication of 4 Regulatory Advice documents and 12 loading guidance documents. The program was also expanded to include the review and modernisation of information provided for vehicle standards, mass and dimensions. This revised program includes the progressive review of 269 existing items of guidance and the development of additional items where gaps are identified.

Regulatory Advice was developed for the Livestock sector to boost the understanding of the safety duty obligations under the HVNL of all parties involved in that sector.

To ensure that the advice reflects the real-world practices of industry and uses language relevant to the sector, its development was supported by significant stakeholder engagement and input including:

- an industry working group
- input from stakeholders including facilities operators, primary producers, stock agents and transport operators
- direct engagement through a series of site visits and information sessions - including at Roma, Dalby, Toowoomba and Gracemere (QLD), Naracoorte and Mount Gambier (SA), and Ballarat (VIC)
- supplementary fact sheets aimed at 4 key industry parties to further promote safety, consistency and awareness.

In addition, we undertook a Chain of Responsibility (CoR) awareness program, focusing on strengthening industry understanding of the HVNL safety duties. During the year, the program delivered 42 executive education sessions and 7 SCO awareness sessions.

To further support industry in building its understanding and capability, we also worked with Industry Skills Australia to review 2 CoR units of competency.



Regulatory advice was developed for the livestock transport sector – a key focus for safety investigations into roll overs and fatalities.



Providing sector specific Codes of Practice

During the year, the Codes of Practice Program saw the progression of 4 sector specific codes relating to the Waste and Recycling, Cranes, Logging and Wine sectors, as well as a major review of the Master Code.

In June 2024, we registered the Waste and Recycling Code and the Crane Codes under the HVNL following a significant and collaborative development process with industry. The Logging and Wine Codes are expected to be finalised later in 2024–25.

Each sector specific code focuses on the unique risks and control measures for that part of the heavy vehicle industry which is engaged in relevant operations. The codes are designed to be read and used in conjunction with the Master Code. All codes are available on our website.

Delivering initiatives from our Heavy Vehicle Safety Strategy

The *Heavy Vehicle Safety Strategy 2021–2025* (HVSS) sets out our strategic aims for improving heavy vehicle safety outcomes and contributing to a reduction in the number of crashes, fatalities and serious injuries involving heavy vehicles.

The Strategy supports our agenda to create positive change in individual behaviour and industry culture to improve safety, as well as to be the regulator for a modern, safer heavy vehicle fleet that reduces the likelihood and impact of crashes.

Our annual *HVSS Action Plan* outlines the activities and projects that support the delivery of the HVSS. Initiatives delivered under the *2023–2024 Action Plan* included 13 action items which we completed and closed. There are a further 19 initiatives completed and ongoing as business as usual, and 2 long-term initiatives remain underway.

We are currently reviewing, streamlining and updating the *HVSS 2024–25 Action Plan*.

Ensuring consistent regulatory functions

The NHVR is also developing an Assurance for Third Parties Policy and a document map to identify gaps and opportunities for implementing third party assurance across the relevant business areas (including third party NHVAS auditors, Electronic Work Diary (EWD) providers, PBS certifiers, PBS assessors and approved vehicle examiners). Application of this policy will help ensure these parties adhere to their specific roles as required under the HVNL, subsidiary guidance and operational requirements.

Left: The *Waste and Recycling Code of Practice* was registered in June 2024 to drive industry-specific safety improvements. Above: our *HVSS Action Plan* outlines the activities and projects that support the HVSS.

We commissioned our internal auditors, Ernst and Young (EY), to undertake an audit of current arrangements for the appointment and oversight of PBS assessors and certifiers. Work has commenced on implementing recommendations for improvements arising from the report, including finalisation of a PBS Assurance Framework.

Our safety assurance operations were significantly increased this year. After setting a 6-month target to achieve 80 assurance activities relating to NHVAS operators and auditors, our team reached the goal in 5 months, exceeding last year's total. While we are still analysing the results from the assurance program, we have developed recommendations that will be integral in the 2024–25 assurance strategy.

Following our risk-based approach, our current focus is on NHVAS auditor performance. In 2024–25, we aim to review and analyse every NHVAS auditor's performance. This will help us to identify systemic and trending issues, areas for improvement, and appropriate communication steps and support for these providers.

The role of third-party auditors is essential in assisting heavy vehicle operators to achieve safer and more efficient operations and we see the auditors as key partners for the NHVR.

We plan the roll out of assurance operations to NHVAS Registered Training Organisations and PBS Assessors and Certifiers in the next financial year.

Tailoring fatigue options with Advanced Fatigue Management

In March 2024, our Advanced Fatigue Management (AFM) digital application was upgraded in the online NHVR Portal to better support industry by providing access to suitably tailored work and rest options.

The upgrade included an online tool that supports operators through the process of creating an operations manual for AFM applications. The tool includes a structured document outlining the requirements of the Fatigue Management Standards. This enhancement reduces the administrative barriers for operators when creating an operations manual.

Utilising fatigue and distraction detection technology

Fatigue and Distraction Detection Technology (FDDT) is recognised as an important tool in managing fatigue risks and reducing driver fatigue and distraction events.

We are working with industry and governments to improve road safety by supporting the heavy vehicle industry in adopting rapidly emerging FDDTs. From August to September 2023, industry operators, technology providers and regulatory partners were consulted to assist in developing the *FDDT Good Practice Guidance Material*.

Industry feedback suggested that guidance is required on several key aspects, including how to support and effectively roll out technology amongst drivers and companies, and education on the regulatory responsibilities of companies to help them respond more effectively to FDDT data and alerts.

The Guidance Material, includes a selection of processes and usable templates, designed to be easily implemented in transport business operations.²⁶



Fatigue and Distraction Detection Technology delivers immediate alerts to drivers when it senses potential fatigue or distraction.

Confidential reporting of safety issues

Our Heavy Vehicle Confidential Reporting Line (HVCRL) allows anyone to report operational safety issues relating to heavy vehicle transport activities. This year, we received a total of 1,901 calls to the HVCRL (compared to 1,797 calls last year), which led to 987 reports being completed.

A total of 250 of the reports created were allocated for further action/information to one of the NHVR teams, including our on-roads, investigations, accreditation and stakeholder engagement teams.

An updated risk assessment and triage process was implemented for all calls to the HVCRL to ensure that our responses to calls are focused, proportionate, and effective in achieving sustainable improvements to safety, productivity, efficiency, and compliance. We achieve this by assessing the information received against multiple data and intelligence sources to ensure an evidence-based risk assessment is applied to inform a consistent regulatory response. In line with the NHVR's *Regulatory Intervention Strategy*, the response applied to a call to the HVCRL will vary depending on the level of risk identified. This response may include retaining the information for intelligence purposes through to escalating the matter to the relevant team, implementing an on-road response, or engaging in education.

²⁶ The FDDT guidance material was released in August 2024 and is available on the [NHVR's website](#).

+ CASE STUDY

Educating for better safety outcomes

Early in the year, our SCOs were directed to an over-height tunnel incident in the Sydney Airport Tunnel. A heavy vehicle had stopped at the entrance of the tunnel after activating the height detection system. The vehicle was measured by the attending SCOs.

Our Investigations team (examining non-compliance with the HVNL's s 26C Primary Duty) conducted an investigation into the transport operator, commencing with the transport company and the loader.

The investigation revealed a container flat pack loaded on the heavy vehicle's trailer was not secured with at least 2 safety pins. Instead, it was shown that only one pin was used. It was unclear whether the second safety pin had fallen out during transit or was never secured pre-journey. The company was unable to provide any evidence of a pre-journey departure check by the driver.

Through investigation and consultations with the CoR manager of the company, it was identified that there was a shortfall between the loader and driver in the process of ensuring compliance.

After consultation, the operator provided investigators with an updated policy and a practical procedure for drivers on the use of height stick devices and general improvements with compliance to dimension, mass, and load requirements.

The operator also updated the Safety Management System processes by effectively identifying risk mitigation in line with the Master Code. A driver declaration was introduced, which includes checking the securing of loads by safety devices, including locking pins and rachets prior to transit.

SCOs inspecting an over-height vehicle after it activated the vehicle height detection warning system in Sydney.





**When I take my truck out on the road,
I set out to come home safely.**

- Glenn 'YOGI' Kendall



+ CASE STUDY

NSW Operator Case

In March 2024, a NSW earth-moving company with a long history of HVNL breaches pleaded guilty to 1 unsafe vehicle breach and 3 mass breaches involving 2 tipper-truck and trailer combinations on 17 February 2023 and 31 March 2023.

The vehicle was found to be unsafe because the drawbar tongue connecting the trailer to the towing vehicle was bent/bowed and the drawbar tongue was unsecured. The mass breaches included 1 charge of exceeding the permitted gross mass limit and 2 charges of contravening the allowable limit of 1:1.25 mass (25%) (condition 10 of the National Class 3 Truck & Dog Mass Exemption Notice).

Prior to the 31 March 2023 intercept, the Court had imposed a SIO requiring the company to install weight gauges and scales in all its heavy vehicles. At the time of sentence, the company had provided no evidence of having complied with the SIO.

On sentence, the Magistrate convicted the company and imposed fines totalling \$82,000.

+ CASE STUDY

Improvement Notice

The NHVR commenced an investigation into a collision between 2 heavy vehicles on the Sturt Highway, NSW. Investigators issued s 569 notices under the HVNL to the company which, as a party in the CoR, was regarded as at fault for the accident. The notices required production of policies and procedures to ensure compliance with future transport activities.

Upon receipt of the requested documents, investigators discovered the company's Road Transport Compliance Management Manual was out of date and lacking in CoR requirements, namely, fatigue management, scheduling and rostering, drug and alcohol policy, and safe driving plans.

Investigators received full cooperation from the company directors during the investigation and it was evident necessary steps were being taken to ensure compliance as a party in the CoR.

The company was issued with an Improvement Notice to assist it in correcting the identified issues and to hold the company accountable for complying with the HVNL, along with rectifying deficiencies in their policies and procedures.



Top left: The *We All Need Space* (WANS) education campaign focuses on light vehicle driver safety. Top right: Videographer, Joel Tronoff, with Tayte, Georgie and Sean from the NHVR. Bottom right: The WANS *Serious Bus-iness* campaign targeted both bus and light vehicle drivers, with specific safety messaging tailored to each audience.

Educating light vehicle drivers on how to share the road safely with heavy vehicles

The *We All Need Space* (WANS) road safety campaign was developed to remind light vehicle drivers to give trucks sufficient space on the roads. The campaign provided simple tips on how to share the road safely. The campaign featured a number of popular celebrities and reached over 10 million viewers from June to September 2023.

The WANS Christmas campaign saw presenters from the original campaign again used to deliver a holiday season safety message. This campaign reached over 800,000 users, with over half watching the online video to completion.

In early 2024, we partnered with the bus industry to produce the WANS bus campaign focusing on light vehicle drivers sharing the road with buses across Australia. The campaign was launched at QBIC in conjunction with the Queensland Minister for Transport and Main Roads, the Hon. Bart Mellish.

The *Don't #uck With A Truck* campaign continued from the previous financial year until October 2023. We attended a range of events across the country. These included BStreetSmart (Sydney), Street Smart High (Adelaide), Schoolies (Gold Coast), Deniliquin Road Safety Event, UQ Orientation Week (Brisbane), RMIT Orientation Week (Melbourne) and Street Smart High (Darwin).

As part of our education strategy, we also work with state and territory transport authorities to ensure learner drivers are educated through a compulsory heavy vehicle module or an agreed number of heavy vehicle related questions in their driving licence tests.

D#WAT education at the Schoolies beach party on the Gold Coast focused on educating light vehicle driver safety.



+ CASE STUDY

Don't #uck With A Truck Schoolies

The NHVR's 'Don't #uck With A Truck' campaign and its 2023 Schoolies.com sponsorship, capitalised on the unique opportunity to reach, engage and educate over 30,000 school leavers on how to share the roads safely with heavy vehicles.

Schoolies.com digital activity and social posts significantly amplified the NHVR's sponsorship, achieving 347,000 impressions and an email open rate of 86%.

The 2 events saw 16,000+ school leavers in attendance with the *D#WAT* branded trailer impacting and intriguing audiences to seek more information.

Luisa Dal Din, the campaign ambassador and social influencer, gave event goers a reason to seek out the *D#WAT* activation and engage with NHVR.

The NHVR's *D#WAT* social channels and content performed extremely well over the campaign period - creating a total of 512,000 views, 13,879 interactions and 946 new followers.

We extended the *D#WAT* message to young driver's everyday channels and touch points over the Schoolies period, including through outdoor billboards for school leavers when on the roads, particularly to and from the Gold Coast, and on Spotify.

The activation was picked up by a further 26 media outlets - organically extending the NHVR's involvement and our *D#WAT* campaign message across an array of print and radio broadcasters, including the Herald Sun, HIT Network, Triple M and 2SM.



Our 2024-25 safety deliverables

We have a suite of safety deliverables for the coming year that continue, complement and add to the reporting year's initiatives:

- Implement a national site catalogue to improve the Workplace Health and Safety (WHS) environment for drivers and employees at intercept locations and facilitated cross border compliance and education operations.
- Deliver targeted national operations to address identified risks, including a further National Roadworthiness Survey and operations evaluation reports.
- Continue our Operator Intervention program to address identified risks across operators' activities and those of other parties in the supply chain.
- Investigate allegations of serious and systemic offending and respond effectively to serious safety risks.
- Increase the rate of adoption of technologically or system-based safety and compliance solutions to mitigate identified safety risks.
- Positively influence upstream CoR duty holders to improve compliance and reduce the impact of unsafe practices.
- Systematically measure improvements in safety performance following regulatory interventions.
- Improve the national operations of our roadside cameras to strengthen safety outcomes.
- Share relevant data with police agencies and regulatory bodies to deliver better information about safety risks and a more consistent approach to securing on-road compliance.
- Undertake assurance checks for providers carrying out regulatory functions on behalf of the NVHR.
- Continue to deliver a prioritised program of industry advice that covers all regulatory areas, including Regulatory Advice and Loading Guides.
- Assist industry to understand and comply with their safety duty obligations through a review of our educational resources, tools and the delivery of a relevant corporate and executive engagement program.
- Partner with state and territory transport authorities to continue to develop and deliver campaigns educating light vehicle drivers about how to share the road safely with heavy vehicles.
- Continued support for Codes of Practice under the HVNL as a method of managing operational risk, providing information about good practice, and ensuring safety.

OBJECTIVE 2 – PRODUCTIVITY

National Performance Measure 2

Network connections for heavy vehicles improve, and the administrative burden on operators and road managers reduces due to fewer permit requirements.

Productivity Strategy Deliver greater and timely road network access certainty and increased productivity for the heavy vehicle industry.

Performance Indicators	2022–23	2023–24		Target met	Page
	Result	Result	Target		
Number of national notices issued ²⁷	19	17	8	113%↑	✓ 23
Number of new notices issued ²⁸	39	67	38	76%↑	✓ 23
Number of road manager pre-approvals ²⁹	348	254	12.5%↑	35%↓	✗ 24

Australia's rapidly expanding road freight task is placing increased pressure on the freight network, challenging the heavy vehicle industry in transporting goods in the most cost-effective manner.³⁰

We are working with industry and governments to support and facilitate a national approach to addressing the consequences of this growth, by using data, technology, policy and innovative practices to deliver productivity outcomes for transport authorities and industry.

By providing better information about infrastructure conditions and network demand, we are helping road managers to make road access decisions and encouraging their participation in implementing alternative access arrangements, reducing red tape for industry.

Delivering an access notice schedule to prioritise safety and productivity

Our National Notice Renewal Program was completed during the financial year. This program saw the review and renewal of 80 access notices issued under the HVNL, including key instruments such as National Class 2 authorisations for B-doubles and road trains, which play a key role in ensuring freight productivity.

Sharing technology solutions with road managers

The development of the Vehicle Comparison tool for Bridges (VCB), formerly known as Asset Rapid Assessment Tool (ARAT), underwent initial testing with selected councils in the second half of 2023. Further work was performed to enhance the functional workflow and user interaction design of the tool ahead of the pilot and its implementation.

The NHVR will use the VCB to support road managers in making informed access decisions.

Our Strategic Local Government Asset Assessment Project (SLGAAP) is an Australian Government funded initiative that optimises heavy vehicle access on local road networks across Australia. Having commenced in 2019, the project helps local government road managers undertake heavy vehicle assessments of on-road assets, such as bridges and culverts.

Through collaboration we deliver road asset data to support the development of the National Automated Access System (NAAS), provide increased knowledge of local government freight network assets and support asset and road managers to improve road safety and productivity.

Optimising heavy vehicle access and connectivity across the network

This year, we exceeded our target of 200 bridge capability assessments, with 246 inspections and assessments completed by 30 June 2024.



Progressing our Heavy Vehicle Productivity Plan

The NHVR's *Heavy Vehicle Productivity Plan 2020–2025* (HVPP) outlines our objective of ensuring safe, efficient and productive heavy vehicle movements supporting a strong and prosperous Australia. As of 30 June 2024:

- 11 actions had been fully delivered (with ongoing improvements as required)
- 17 actions had been incorporated into the NHVR's core business
- 3 actions have commenced and are in progress.

Key achievements in the last year include:

- delivery of the National Network Map (NNM)
- record growth in the PBS scheme, with over 20,000 PBS vehicles now in Australia's fleet
- establishment of the first heavy electric vehicle networks in New South Wales, Queensland, South Australia and Victoria
- delivery of a suite of quantitative tools to bolster productivity, safety and sustainability outcomes for industry and government
- delivery or renewal of over 80 notices improving access and consistency across borders.

View our [HVPP annual scorecard](#) on our website for more information on our activities.

²⁷ All national access notices (2 or more participating jurisdictions) published on the Commonwealth Gazette during the year. Notices enable certain categories of heavy vehicle to access specific routes according to a set of conditions without needing to apply for a permit.

²⁸ Total notices published in the gazette, including new notices and renewals.

²⁹ A pre-approval is an administrative arrangement between road managers and the NHVR where road managers provide consent to predetermined vehicles to access their networks.

³⁰ Bureau of Infrastructure and Transport Research Economics (BITRE) Forecasts, www.bitre.gov.au/forecast.

Our partnership with industry and government has led to significant progress in delivering the HVPP, with a revised plan scheduled for delivery by the end of 2024. This update also aligns with early refreshes of the *National Freight and Supply Chain Strategy* and most jurisdictional freight strategies.

Supporting road managers for informed decision making

Our guidelines continue to help local governments to manage bridge and culvert capabilities and assets on priority heavy vehicle routes to enable whole-of-journey road access outcomes.

We are also in the process of completing and publishing the following guidelines:

- AG1: *Guideline for the Tier 1 Assessment of Heavy Vehicle Culvert Access* to assist local government to determine a reasonable estimate of the capability of culverts.
- AG2: *Guideline for the Tier 1 Assessment of Heavy Vehicle Bridge Access* to provide a comprehensive set of principles for undertaking Tier 1 comparative vehicle analyses relevant to bridge access.
- AG3: *Route Capability Assessment Guidelines* to assess critical assets on priority heavy vehicle routes to enable whole-of-journey access outcomes for heavy vehicles.
- AG4: *Methodology for Risk-Based Assessment of Heavy Vehicle Access to Bridges* to support local government to use risk-based processes to make appropriate assessments of bridge capability.

Improving productivity and expanding access with a National Network Map

We continue to deliver on our commitment to improve and simplify how the heavy vehicle industry accesses information via the NHVR Portal.

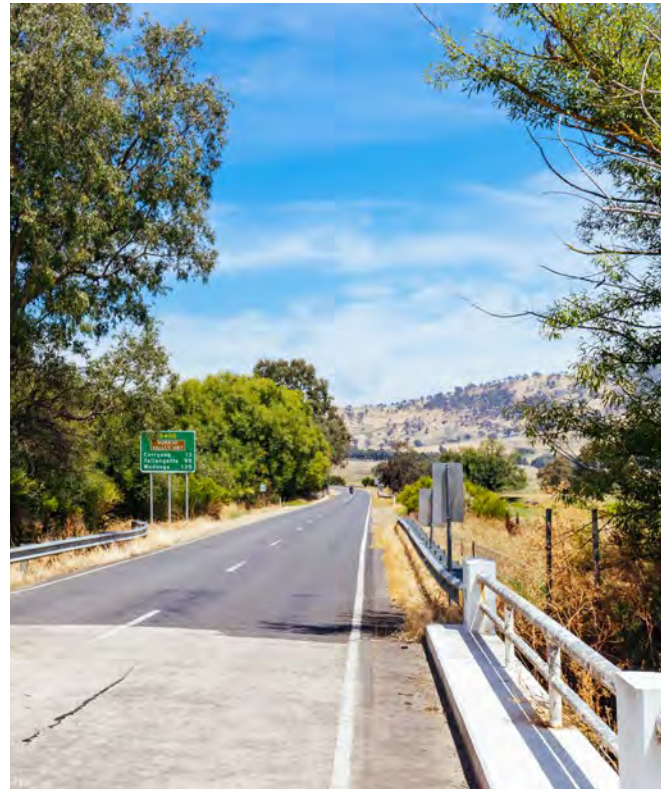
This year, we released another key NHVR Portal initiative by delivering the first heavy vehicle National Network Map (NNM).

The NNM supports improved heavy vehicle road access efficiency and decision-making, bringing together state and territory heavy vehicle networks and displaying them in one location. It is the single and authoritative location for the heavy vehicle industry to map journeys across state and territory borders for their entire fleet. Now operators can view where they can access and seek access approval on a national level.

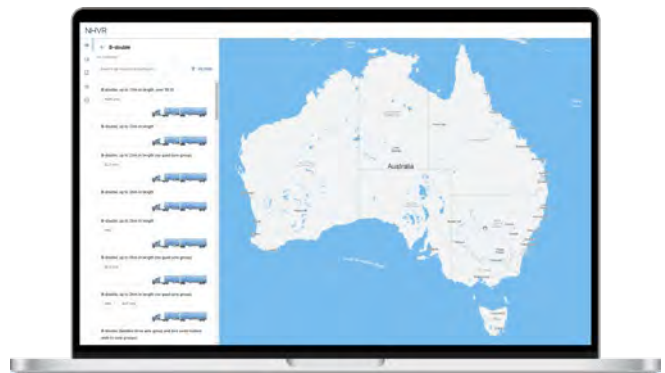
Key benefits providing better visibility and fleet management decision making for the heavy vehicle industry include:

- search and view available networks for over 1,000 heavy vehicle configurations
- real-time road network changes are included to ensure accurate network access information
- an easily identifiable view of approved, conditional or restricted routes using a traffic light colour scheme.
- the ability to identify rest areas, height restrictions and road disruptions with adjustable map layers.

Since the rollout began, hundreds of network update requests have been created across all networks either by Local Government Authorities (LGAs) themselves, or by our team supporting the LGAs to complete them.



The SLGAAP project continues to support local government road managers to undertake heavy vehicle assessments of on-road assets, such as bridges and culverts.



Media and communications results for the NNM launch:

- Since the launch of the NNM on 22 December 2023, there have been 34 mentions of the map across media sites to the end of June 2024. In this time, the greatest reach was achieved via a Big Rigs trade publication's online article shared on 16 January 2024 (which recorded a reach of 126,000).
- Since July 2023, there have been 69 mentions of the NNM across media sites.
- More than 450,000 social media users were reached through a targeted NNM campaign on the NHVR's social sites.



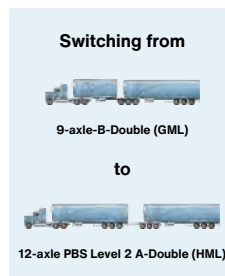
Freight PASS Tool

Looking at the comparative safety, productivity and sustainability performance of over 200 different freight vehicles.

+ CASE STUDY



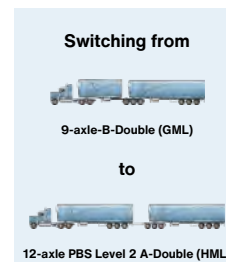
For a 10 million tonne kilometre freight task



Saves

2,166
Hours on the road

For a 10 million tonne kilometre freight task



Reduces

196
tonnes
CO₂ emissions

Freight PASS and Pavement Impact Comparison Calculator

In the last year, the NHVR released the Freight Productivity and Safety Sustainability (PASS) and Pavement Impact Comparison Calculator tools to help industry and road managers make more informed safety, productivity, and sustainability decisions about the benefits of heavy vehicle combinations on the road network.

Freight PASS uses more than 1 million registration data records to assess a range of performance factors for conventional and PBS vehicles including crash likelihood, trip numbers and travel time, and fuel consumption.

The tool will improve the speed, accuracy and consistency when making decisions to meet Australia's growing freight task (forecasted to grow 77% by 2050) and Vision Zero safety and Net Zero emission targets.

Freight PASS dispels the notion that larger vehicles are more dangerous and polluting, by improving the understanding of heavy vehicle performance via a platform that is visual and interactive.

Australian Trucking Association CEO, Mathew Munro, said the tool supports evidence-based decisions and improves consistency across state and territory borders and drives continuous improvement in the sector.

For a 10 million tonne kilometre freight task (i.e. transporting a million tonnes over 10kms), switching from a 9-axle-B-Double (GML) to a 12-axle PBS Level 2 A-Double (HML):

- Saves 2,166 hours on Australia's roads.
- Reduces 196 tonnes CO₂ emissions.

Note: PBS vehicle level change from Level 3 to Level 2 (to enable a more apples-to-apples comparison and consistency with the pavement calculator vehicle selection).

The Pavement Calculator assists users to estimate vertical pavement wear effects and costs from heavy freight vehicle usage. It considers various factors like different pavement types, vehicle configurations, axle configurations, axle masses, tyre sizes, and road-friendly suspension, offering a wide-ranging analysis.

This innovative resource is especially useful for road managers without pavement engineering expertise, allowing them to assess the impacts of freight vehicles on their infrastructure more accurately and gain a better understanding of the long-term pavement effects of freight activity on Australian roads.

The Pavement Calculator is a particularly valuable resource for road managers with limited funding as it reduces the complexity of managing road assets, making the task of road maintenance and rehabilitation more manageable.

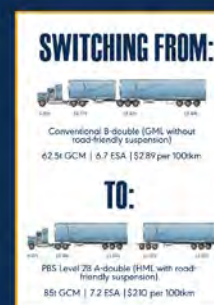
Pavement Calculator

Switching from a conventional B-double (GML without road-friendly suspension) to a PBS level 2B A-double (HML with road-friendly suspension):

- Results in 38% less pavement wear over the life of a freight task (5.62 and 7.73 tonnes per ESA respectively)
- Reduces road wear costs by 27% (\$2.89 and \$2.10 cost of pavement wear to transport 100 tonnes payload by 1km respectively).

PAVEMENT IMPACT COMPARISON CALCULATOR

Helping road managers minimise damage to roads



+ CASE STUDY

Industry collaboration for innovation

The NHVR's collaboration with Port of Brisbane, Qube Logistics, the Drake Group, and O'Phee Trailers on 'Project London' produced an innovative industry solution which drew industry recognition this year. The group received the *Innovation Award* at the Australian Logistics Council (ALC) Awards Ceremony. The project also led to the Drake Group receiving the *Heavy Vehicle Industry Australia Product Innovation Award*.

'Project London' introduced a double-stacked container transport combination, designed to enhance productivity and safety for container movement at the Port of Brisbane. The NHVR's Chief Engineer, Les Bruzsa, first suggested the idea following discussions with Qube, Drake/O'Phee trailers and the Port of Brisbane regarding improving the transport of many empty containers during COVID.

Les developed the engineering capability and worked with industry to ensure the combination could safely and efficiently transport the empty containers. Modular by design, the significantly increased transport capability reduces emissions by 40%, increases productivity, minimises downtime and improves on safety outcomes.

With technical oversight provided by the NHVR, the Drake Group conducted physical tilt tests to determine and validate the designs stability performance. Dynamic engineering assessments, including on-road trials were initially conducted on pre-approved routes at the Port of Brisbane. These trials provided critical data on the vehicle's stability and dynamic behaviour, with the results of numerous computer simulations confirming the safety and performance exhibited under real-world conditions.

Key innovations of 'Project London' include a reinforced chassis, 2.7m wide axles, hydraulic suspension, and a unique load restraint system which ensures secure transport of containers, faster loading and hands-free automated control for safe operation.

By engaging with industry stakeholders and understanding their challenges, the NHVR has played a crucial role in bringing this groundbreaking project to fruition through technical oversight, engineering collaboration and regulatory support.



(L-R) Our CEO, Sal Petrocchio, alongside Port of Brisbane CEO, Neil Stephens, and NTI Executive GM, Mike Edmonds, receive the *Innovation Award* at the ALC Awards for the Project London partnership.

+ CASE STUDY

Collaborating for disaster response

As part of our commitment to ensuring the safe and productive movement of heavy vehicles across the country, we play a pivotal role when it comes to planning and maintaining safe freight movement when a natural disaster strikes.

In December 2023, Tropical Cyclone Jasper heavily impacted the Far North Queensland region (Cairns, Cape Tribulation, Douglas, Cook, Mareeba, Hopevale and Wujal Wujal). Major damage was sustained to road, rail, airport and port infrastructure.

Land freight networks were impacted by intensive flooding causing the closure of the main rail line between Townsville and Cairns, and main road infrastructure routes including Burke Developmental Road, Captain Cook Highway, Palmerston Highway, and the Peninsula Developmental Road.

The NHVR Access and Network Access teams worked with Defence, federal government agencies, Queensland Department for Transport and Main Roads (TMR), local government and industry to ensure that the supply of essential goods continued to affected communities. This included establishing additional services from Townsville to Cairns to cover the rail outage and alternate routes for operators to reach remote communities.



Areas of Far North Queensland were inaccessible after landslides blocked roads due to Tropical Cyclone Jasper.

The impacts of Ex-Tropical Cyclone Megan, led to the East-West rail line between Western Australia and South Australia being cut due to flood damage in February 2024. We worked with state governments and industry to implement a temporary emergency access notice on the Eyre Highway. This notice permitted operators to run class 2 road trains for a limited time, allowing more freight per movement and ensuring critical supplies still reached impacted communities, including the Northern Territory. Our on-road compliance teams in Ceduna and Port Augusta also checked on operators running these larger combinations to ensure they were operating safely.



Rail access cut due to flooding in February 2024.



+ CASE STUDY

Advancing innovation and stakeholder engagement

Earlier this year, the NHVR witnessed a demonstration of Euro Pantech's bi-tandem, self-steer, split-axle PBS combination. Our visit enabled us to validate the performance improvements associated with this new PBS-covered vehicle including its stability, performance and efficiency.

Supported by the PBS scheme, the 20.2m trailer has a capacity of up to 33 pallets, similar to that of the B-double. The single trailer is equipped with boat-tail bi-fold doors, saving time in the dock and further contributing to the fatigue management benefits provided by this PBS innovation. As a result, drivers have gained 20% more rest time compared to standard B-doubles. We noted that these enhancements are achievable with similar on-road heavy vehicles by using the PBS scheme.

In this modern design, the trailer curtains aim to reduce front-on wind loading, pockets of energy loss and post-vehicle turbulence with the trailer's construction utilising lightweight high thermal efficiency panels.

Significantly, this vehicle took 3 years to receive PBS approval and another 3 years for network access, underlining the need to provide the NHVR with the ability to update performance standards, avoiding unnecessary steps in further innovation and safer vehicles on the road.

The NHVR witnessed the practical benefits of a newly approved PBS combination vehicle firsthand.



We remain committed to fostering industry collaboration and promoting similar innovative solutions through the PBS scheme. Engagements like these assist with our educational efforts in raising the profile and real-world benefits of the PBS scheme and contribute towards shaping the future of PBS and modern regulation.

Collaboration continues with Drake, Port of Brisbane Corporation, O'Phee and Qube Logistics attending double-stacked B-double combination trials at the Port of Brisbane.

Our 2024–25 productivity deliverables

Building on our work in the reporting year to support greater productivity in the heavy vehicle road freight industry, we will undertake ongoing work in this area and take the following new initiatives:

- Develop a revised system and process for the regulation of data-initiated investigations (i.e. camera enforcement, telematics).
- Implement a network expansion program that grows the networks of roads available for access under statutory notices, prioritising those network improvements that will achieve the greatest reduction in permit volumes.
- Develop and deliver a prioritised access notice program supported by both industry and jurisdictions.³¹
- Develop and implement resources to strengthen the capability of road managers for road access decision-making, including via the implementation of the Vehicle Comparison Tool for Bridges, bridge families research, and risk guidelines for bridge assessments.
- Continue our Commonwealth funded program of bridge assessments to facilitate network enhancement and expansion.
- Develop and implement a renewed *Heavy Vehicle Productivity Plan*.
- Pursue our ambitious agenda for the reform of the PBS scheme.
- Fully integrate the PBS scheme into the online NHVR Portal.
- Build, maintain and enhance online tools to promote the uptake of higher productivity vehicles.
- Identify the potential benefits of harmonising different jurisdictional arrangements for heavy vehicles (e.g., access decisions) to identify and pursue a range of priority reforms.
- Develop and release a range of PBS templates linked to simplified access arrangements.
- Improve the national operations of our roadside cameras to strengthen safety outcomes.
- Develop and implement the Performance Module in the Operator Information in the NHVR Portal.
- Improve the capability of on-road officers to ensure that off-road parties meet their HVNL obligations.

³¹ Key deliverable from the *Commonwealth Implementation Plan of the National Freight and Supply Chain Strategy and National Action Plan* and the *Heavy Vehicle Productivity Plan 2020–2025*.

OBJECTIVE 3 - SUSTAINABILITY

National Performance Measure 3

The national heavy vehicle fleet is safer and more environmentally friendly.

Sustainability Strategy Promote the adoption of safer, cleaner and more efficient vehicles and environmental technologies.

Performance Indicators	2022-23	2023-24			Target met	Page
	Result	Result	Target	Performance		
Number of PBS vehicles ³²	8,600	11,950	9,030	32%↑	✓	28
Average age of vehicles in the national heavy vehicle fleet (years)	15.8	15.67	15.34	2.6%↑	✗	28
Number of road manager pre-approvals for PBS networks	77	47	87	46%↓	✗	28

We are committed to facilitating a safe, productive and efficient heavy vehicle industry, while reducing adverse impacts on the environment and communities.

As heavy vehicle designs evolve, new technology is playing an essential role in helping operators perform the freight task in a safer, cleaner, and more productive and efficient way.

By reducing regulatory barriers when authorising higher productivity PBS vehicles, we are supporting industry to undertake the nation's freight task more sustainably.

We work with:

- manufacturers and operators to encourage the incorporation of newer, more technologically advanced vehicles into the national fleet
- road managers to improve road access for these new vehicles
- policy makers to support national initiatives aimed at encouraging and facilitating their uptake.

Continuing reform of the PBS scheme

In 2022-23, consultation on our PBS 2.0 proposals indicated that a broader range of stakeholders needed to be engaged to ensure that the productivity, safety and environmental benefits of PBS reform were being fully considered.

In response, we published the 'Removing Roadblocks to Reform' paper in May 2024. The paper calls for industry stakeholders to work alongside the NHVR to create positive change for the road transport sector.



By working hand-in-hand with our partners, we will continue to remove barriers to the productivity potential of the heavy vehicle industry.

This in turn will help accelerate the transition to a younger, safer and less polluting heavy vehicle fleet, and most importantly, save lives.

See [Removing roadblocks to reform](#) | NHVR

+ CASE STUDY

Removing Roadblocks to Reform

The NHVR's 'Removing Roadblocks to Reform' paper calls for swift reform of the PBS scheme.

The paper demonstrates that the safest, most productive, and lower emission heavy vehicles face more barriers to get on road than a standard 'prescriptive' heavy vehicle.

This complexity is resulting in lost opportunities to increase productivity, reduce heavy vehicle emissions and most importantly, reduce road trauma and deaths.

The paper calls for industry and government to work alongside the NHVR to create positive change in this area for the road transport sector. The key actions are modernising the statutory PBS scheme and appropriately changing the HVNL.

The paper makes 3 key recommendations:

- allow mature and proven PBS vehicles to transition to the prescriptive vehicle fleet
- remove the requirement for vehicle design applications to be referred to the PBS Review Panel
- amend the PBS Standards and Vehicle Assessment Rules so that decision-making authority rests with the NHVR Board.

In effect, this amounts to a reset of the PBS scheme's policy settings and updating of the PBS Standards, both of which require amendment to the HVNL.

The 'Removing Roadblocks to Reform' paper has received positive coverage across social media, radio and print media, and has been well supported across the industry. The NHVR will continue to engage and partner with industry and other stakeholders to expedite reform of the PBS scheme.

³² Total number of Vehicle Identification Numbers (VINs) for individual vehicles added into the PBS scheme during 2021-22. New units (individual VINs) added in 2023-24.



+ CASE STUDY

Cockerill Transport bulk tipper truck carrying stock feed.

Strategic Local Government Asset Assessment Project (SLGAAP) – Pyrenees Shire Council

The SLGAAP program enabled 17 asset assessments to be completed in the Pyrenees Shire Council (Central West VIC). The Council has responsibility for 2,048km of roads, and 291 bridges and culverts. Nearly 2,200 permit applications are made annually from more than 300 operators.

The Pyrenees Shire Council have used the information from the assessments and asset improvement reports to provide an improved estimate of bridge capacity for most of their bridge network. The program has directly assisted with the replacement of 2 bridges and has also supported the prioritisation of replacing similar types of bridges. Access restrictions on these 2 bridges have also been lifted, supporting access for high-productivity vehicles to support the agricultural sector and access to markets. This has relieved permit demand and has led to tangible benefits for heavy vehicle operators.

The program has also aided the refinement of priorities on their 10-year capital works program around bridge strengthening and their plan to further increase the gazetted B-double network. Council has a funding application for strengthening works on another bridge, and plan to apply for additional funding in future years for 3 more bridges that were all assessed as part of SLGAAP. These advancements will contribute to their economic priorities and ensure safe and efficient connectivity.

Cockerill Transport, a local transport operator, has also benefited from the combined efforts of SLGAAP and the council:

“As a local transport operator delivering stock feed to local farms that support agriculture and manufacturing, I now have access to travel safely on roads that weren't previously available. As a result of Pyrenees Shire Council's participation in the SLGAAP, upgrades to bridges in the area have allowed me to move stock feed more efficiently. It's great to know that work like this is underway and continuing to improve access in our area for local transport operators.”

Delivering Review of PBS Standards (Marketplace Review)

In April 2024, we received final endorsement of the revised Pavement Horizontal Loading Standard. The revised standard introduces a new performance measure that limits shear stress upon pavements, replacing the previous prescriptive limit.

We also worked with braking system manufacturers to prepare for the implementation of the revised Dynamic Stability Under Braking Standard. Both revised standards will be implemented in 2024–25.

The second tranche of the PBS Standards review was completed this year, with analysis and consultation confirming that no changes are required to either the Low Speed Swept Path or Tail Swing standards.

Facilitating the uptake of safer and more efficient vehicles

In June 2024, in conjunction with the National Transport Commission (NTC) and jurisdictions, we implemented the Commonwealth Safer Freight Vehicle reforms. These reforms allow heavy trucks and prime movers to be up to 2.55m wide (a 5 cm increase) if they are fitted with a comprehensive suite of safety features.

To support the implementation of these reforms, the NHVR also produced 3 industry facing information sheets which were utilised nationally to assist industry in understanding the reforms.

Additionally, as a collaborative effort between the NHVR, NTC and the jurisdictions, amendments have been developed to provide a mass concession to the next generation of cleaner vehicles, known as Euro VI vehicles. Finalisation of these amendments allows us to focus on essential system changes and information provision to support the implementation of the mass concession in late 2024.

Supporting the uptake of autonomous, electric and hydrogen-powered heavy vehicles

Throughout the year, we worked with the New South Wales, Queensland, South Australian and Victorian jurisdictions to finalise trial frameworks for low and no emission heavy vehicles.

These frameworks provide the necessary axle masses and vehicle masses to achieve near parity with conventionally powered vehicles, ensuring operators do not face a productivity penalty for focusing on sustainability.

Our work focused on, firstly, the development and publication of a statutory notice that implements the New South Wales scheme and, secondly, advocating to all jurisdictions the adoption of consistent provisions in their relevant schemes.

Our 2024–25 sustainability deliverables

Continuing our work in this area in the reporting year, we will have a number of key initiatives in 2024–25:

- Support the Strategic Risk Project, assessing infrastructure risk for environmental benefit and improved productivity.
- Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, low and no emission heavy vehicles to improve sustainability, productivity and safety.³³
- Undertake a program to accelerate the uptake of PBS vehicles across the heavy vehicle fleet.

33 Deliverable from the NHVR's Heavy Vehicle Safety and Environmental Technology Uptake Plan.

OBJECTIVE 4 – REGULATORY CAPABILITY (INDUSTRY)

National Performance Measure 4

Customer engagement with the NHVR is productive, simple and efficient.

Regulatory Capability Strategy – Industry Ensure a consistent and streamlined approach to the delivery of services to customers.

Performance Indicators	2022-23	2023-24			Target met	Page
	Result	Result	Target	Performance		
Average turnaround times for permit approvals (days) ³⁴	11.7	11.5	11.12 days	3.6%↑	⊗	31
Average turnaround times for PBS vehicle approvals (days)	6.8	3.51	6.11 days	43%↓	⊙	31
Customer satisfaction with the NHVR Portal	77%	76.5%	75%	2%↑	⊙	31
Customer satisfaction with the NHVR website	73.8%	75.3%	75%	0.4%↑	⊙	32

Our goal of being a modern, data-driven, intelligence-led regulator necessitates a solid investment in our regulatory capability. A strong commitment to understanding the needs of our customers shapes our approach, helping us to deliver a consistent, transparent and robust regulatory environment.

Completing the transition of HVNL regulatory services from Queensland to the NHVR

The completion of the Queensland transition marks a significant milestone in the regulation of heavy vehicles in Australia. As of 20 April 2024, the NHVR assumed responsibility for providing heavy vehicle on-road compliance and enforcement services in Queensland, including the delivery of annual periodic heavy vehicle inspections under the Programmed Vehicle Inspections (PVI) scheme, on behalf of the Queensland Government.

The transfer of services in Queensland represents the final step in the transition of regulatory services from HVNL-participating jurisdictions to the NHVR.

A total of 98 compliance staff transferred from Department of Transport and Main Roads (TMR) and 39 new recruits joined the NHVR's Safety and Compliance team. These staff operate from 14 homebases across regional Queensland, including the creation of a new base at Goondiwindi, increasing the number of operating bases across all participating jurisdictions to over 40.

In addition, training rooms with a capacity for 20 people are included in our offices in Townsville and Toowoomba to allow our training unit to efficiently deliver refresher and recruit training in the pursuit of maintaining a highly skilled and knowledgeable workforce at the NHVR.

We have established our Northern regional headquarters in Townsville with a new state-of-the-art heavy vehicle inspection centre ideally located close to a large number of trucking depots in the Webb industrial estate at Mount Saint John. The inspection facility allows for the testing and inspection of heavy vehicles over a modern pit with full drive-through access. The office will be the home base for the Townsville Safety and Compliance team, specialist HVNL primary duty investigators and prosecutors as well as the location of our Director of Operations for the Northern Region.

To support our mobile mechanical inspection capability 3 new vehicle inspection trailers capable of performing roadside roller brake and suspension testing have been added to the vehicle fleet and deployed to various locations across Queensland, including Mount Isa.

With the successful completion of the Queensland transition, we have concluded an extensive 8-year National Services Transition (NST) program, to transfer heavy vehicle regulatory services from all participating jurisdictions to the NHVR. This program of work was led by the NHVR in collaboration with the various participating jurisdictional agencies.

The transition program has resulted in our assuming direct responsibility for a comprehensive range of heavy vehicle regulatory services, including on-road compliance monitoring, Chain of Responsibility investigations, intelligence analysis, and prosecutions of serious offences in all HVNL-participating jurisdictions.

Our focus now shifts towards harmonising regulatory practices, ensuring consistent compliance outcomes and adopting best practice approaches to safety and compliance.



NHVR Board members and ELT visit the new Townsville office.

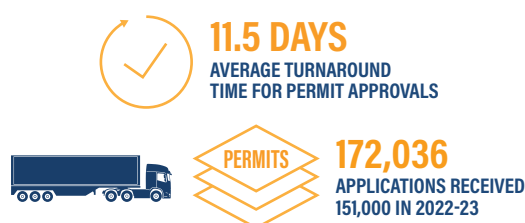
³⁴ Includes NHVR, road manager and customer turnaround times.

Permit turnaround times remain steady during a year of substantial growth in application numbers

We continue to work with operators and over 535 road managers across state and territory authorities, local governments and other entities to facilitate permit applications for road access by heavy vehicles and to make the issuing of permits faster and more efficient.

Permit applications continued to rise this year with a record 172,036 applications received (compared to 151,000 in 2022–23). This increase was due to various factors, including significant growth in the heavy vehicle industry, an increase in significant construction projects and more permits required in response to unprecedented flooding events.

Processing times remained steady despite the increase in permit requests. The average turnaround time for permit approvals decreased slightly to 11.5 days (11.7 days in 2022–23). NHVR processing times across all application classes remained steady with an average of 1.4 days in 2023–24 (same as 2022–23). This positive outcome was achieved through staff development, increased system capability and process improvements.



PBS vehicle approval applications continue to grow

The demand for PBS vehicle approval applications continued this year with a record 4,299 PBS vehicle approvals issued – our biggest number on record. For comparison, 3,560 vehicle approvals were issued in 2022–23.

The average turnaround time of 3.51 days for PBS vehicle approvals over the year was better than our NPM target of 6.11 days. This was against the background of a 29% year-on-year growth in the scheme.

Processing time for pre-advised designs and variations averaged a turnaround time of 6.9 days (8.9 days in 2022–23), while design approvals requiring the PBS Review Panel's approval averaged 22.1 days (36.2 days in 2022–23).

 Please view the Productivity and Sustainability sections of this report for more information about the PBS scheme.

Developing a risk-based Heavy Vehicle Inspection Scheme (HVIS) framework

The NHVR continued to work with jurisdictions and industry to develop a Risk-Based HVIS (RBHVIS) framework. The framework aims to align heavy vehicle inspection requirements to the risks presented by operators and their vehicles for adoption in all participating states and territories.

In 2022–23, the NHVR received support from our responsible Ministers for the high-level policy principles that would underpin the RBHVIS and progressed in 2023–24 to the development of a Standards and Assurance Framework in consultation with jurisdictions and industry stakeholders.

The previously developed and approved policy principles informed the development of the framework to establish the standards and assurance requirements of the RBHVIS to ensure the frequency that heavy vehicles are inspected is based upon the risk they pose to road safety. The NHVR will continue to work with stakeholders in the development of the scheme in the coming year.

Contributing to the development of policy reform for the HVNL Review

The NHVR continued to participate in the HVNL Review Working Group as a member alongside jurisdictional representatives. We contributed to the development of, and submitted feedback on, the Consultation Regulatory Impact Statement, the Decision Regulatory Impact Statement, the Draft Exposure Bill and a variety of papers circulated by the National Transport Commission (NTC), including a penalties and infringement paper.

The NHVR also attended and contributed to 5 other working groups assembled by the NTC to discuss elements of the HVNL review, including the Data and Technology Framework Administrator, penalties and infringements, and accreditation.

Providing broader industry access to compliance information through the NHVR Portal.

Adoption and use of the new NHVR Portal – Compliance Module continues to be strong amongst industry, enabling operators to effectively track and manage defects for their entire fleet.

Initially launched to NHVAS accredited operators only, access to the Compliance module has since been expanded and is available for use by all operators.

The module allows access to more than 1 million vehicle defect records. The NHVR is continuing to explore opportunities to include more compliance related data into the module, with a view to providing an even greater level of support to compliance self-management.

Delivering a nationally consistent and dynamic digital route-planning platform

Building on the success of the Next Generation Route Planner, the National Network Map (NNM) was released on 20 December 2023. As discussed earlier in this Report, the online NNM brings together state-based heavy vehicle networks, and for the first-time, enables operators to view where they can travel and where they need to seek access approval, on a national level.

Since go live, more than 120,000 network maps have been viewed by over 35,000 users, with half of all maps viewed on mobile or tablet devices.

In another first, the NNM now provides a vehicle-centred approach to find networks, with over 1,000 different vehicle configurations included, each associated with its applicable maps.

Underpinning the NNM, is a suite of road manager tools available in the NHVR Portal allowing road managers to manage heavy vehicle networks and publish changes in real time. Automated workflows allow for immediate publication of changes which expand network access. Any updates which place conditions on, restricts or removes access (except in cases of emergency) go through a 28-day consultation period to provide forward visibility to enable operators to better plan for network changes. Since 20 December 2023, changes to heavy vehicle networks in ACT, Queensland, South Australia and Victoria were published on the NNM with over 3,000 changes published to date, representing a net expansion of 25,563 km (17% increase) of network access.

Providing information and education tailored to a diverse industry

Our Corporate Affairs team provides targeted information and education to industry, as well as supporting and promoting the NHVR's position as a leader in heavy vehicle safety.

Targeted proactive or requested industry support initiatives included:

- 96 industry Toolbox talks tailored for each audience on a variety of safety topics including fatigue, chain of responsibility and load restraints.
- Bus safety flyers translated into Hindi and Mandarin to support those hiring buses for the first time.
- A multicultural forum for the transport industry to address fatigue and general compliance in New South Wales and South Australia.
- Information sessions at saleyards to target the livestock sector.
- Over-height truck driver educational materials in various languages.

Improving accessibility and usability for our customers

We have continued to support our customers to understand and comply with their safety duty obligations through the ongoing review and improvement of our digital education content and tools.

Our ongoing Digital Accessibility Program continues to improve the quality of our website, making content more accurate and accessible. We aim for customers to easily find the correct information they need, in a format they can understand, and accessible regardless of where they are or what device they are using.

Our new Loading Guides utilise diagrams to help simplify important safety information for industry.

LOADING GUIDE **BLOCKING**

Blocking is where you place a load against a body structure or attachment to prevent movement. Blocking can be used in the tie down or direct restraint methods. Some useful tips are:

- ✓ Use rated equipment
- ✓ Barriers have limited capacity
- ✓ Limit any gaps where possible
- ✓ Place tall loads against structures
- ✓ Do not use tarps or unrated curtains.

Note: This information is intended to provide general guidance only and does not constitute legal advice.

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Our accessibility toolbar, ReciteMe, had an average of 500 users every month with 98% using the English screen reader function (read text aloud). In addition to the automated translation provided by ReciteMe, we are manually translating documents for our stakeholder engagement and safety campaigns (currently in Arabic, Chinese and Hindi).

We also concentrated efforts on adding more images and diagrams to communications to assist people with low literacy levels and who use English as a second language, including 12 new loading guides. Loading guides provide tips to help industry better understand the principles of good load restraint. The guides have been designed for parties in the CoR to print out and display in their workplace to increase awareness, or to be placed in loading manuals as a quick reference. The images and diagrams in the guides have been optimised to display correctly on mobile devices as well.

As part of our commitment to improving accessibility, we maintained the Level AA standard of the Web Content Accessibility Guidelines (WCAG) 2.1 – the internationally recognised benchmark for website accessibility on our website. We also completed updates to meet 5 of the 9 additional success criteria in WCAG 2.2.

During the year, to rationalise and improve access to our publicly available information resources, we removed 49 PDF documents from our website, with many being fact sheets relating to mass and dimension and vehicle classes. By removing these documents and incorporating the content into new and existing webpages, users can more easily determine the appropriate conditions they need to operate their vehicle under.

Priority work was undertaken to create Online Operator Guides for notices to support the integration of our notices with our NNM. The guides allow operators to easily find and refer to the specific network and conditions of a notice. Unlike traditional PDF fact sheets, the guides are more accessible and are responsive to a range of desktop and mobile devices. A total of 33 Online Operator Guides were published and another 44 were updated, with 43% of all access notices now supported by an Online Operator Guide.

Further improvements were made to landing pages and how content is prioritised in search. Several sections of the site were 'flattened', and important pages given a higher priority in search and navigation. This initiative enables visitors to find the information they are looking for regardless of whether they use the internal search or an external search engine.

During the year, customers accessing our website via a mobile or smartphone device decreased slightly to 40.5% (41.2% last year). This is due largely to our mapping and Portal services working best on desktop computers.

These improvements have contributed to an overall customer satisfaction rating for the NHVR website of 75.3%. This meets our NPM target of 75% and is almost a 2% increase on our 2022-23 score (73.8%).

In the year ahead, we will:

- Deliver a pilot project using AI to translate and caption NHVR videos to evaluate their effectiveness and accuracy.
- Integrate all Online Operator Guides on the website with the NNM and Portal.
- Add more images to our mass and dimension webpages with a focus on the different classes of heavy vehicles.
- Create a standalone campaign website to house more complex components including web-based games for our *We All Need Space* and *Don't #uck With A Truck* safety campaigns.

 Please view the Stakeholder Engagement section for more information on how we support our customers.

+ CASE STUDY

ReciteMe tool

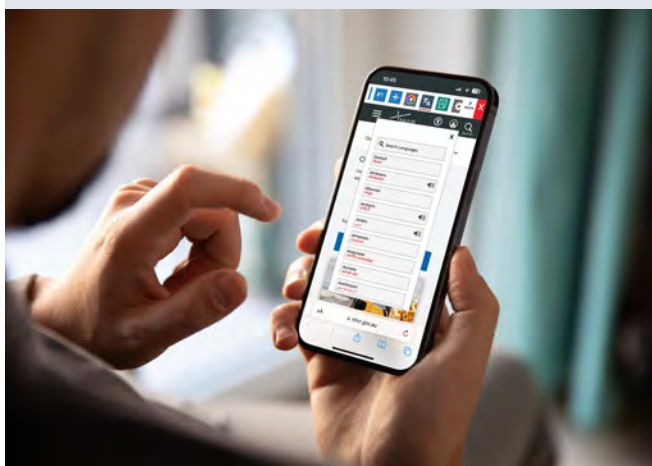
The NHVR's ReciteMe tool is helping us strengthen our commitment to being a customer service-driven organisation.

"We intercepted a heavy vehicle and found the driver had exceeded his work hours. They had limited use and understanding of English, appeared confused where he had breached and how to determine the correct 24-hour period.

"We asked what language he spoke, located the relevant information on the NHVR website, then selected appropriate language from the ReciteMe tool.

"He took his time to read the information and was then able to understand where he went wrong. He could then indicate on his work diary pages when he should have stopped driving.

Having the ability to read and understand the information not only improves driver knowledge, it reduces the likelihood of reoffending.



ReciteMe assistive technology is helping make information more accessible to customers who speak languages other than English.

+ CASE STUDY

Expanding our Regulatory Compliance Mobility Solution (RCMS)

Over the last year, RCMS has experienced notable growth. The number of intercepts captured each week has surged by 90%, reaching over 31,000 per month. Monthly RCMS usage by NHVR, VICPOL, and SAPOL Officers also increased significantly (up 70%), with approximately 390 users each month.

During the same timeframe, key initiatives to expand RCMS functionalities included the addition of heavy vehicle mobile compliance capabilities in the Northern region (QLD). We also introduced an Investigation Event module that provides officers with a comprehensive solution for conducting investigations arising from the Heavy Vehicle Confidential Reporting Line (HVCRL) and Safety Management System (SMS) education.

Ongoing projects aim to extend heavy vehicle mobile compliance capabilities to cover Central region (NSW).



SCOs Andrew and Wayne using the RCMS at an intercept point.

Our 2024-25 regulatory capability deliverables for industry

We will continue, and, where possible, improve, our key initiatives to work with and assist industry and seek to introduce new ways of supporting our customers and other interested persons. Our main actions will be:

- Implement an asset management strategy, including the harmonisation of on-road infrastructure assets.
- Implement and update a harmonised on-road training strategy to deliver a standard approach to on-road capability and HVNL obligations.
- Review and harmonise on-road policies and work procedures including the creation of the Disaster and Recovery Committee.
- Develop and implement the sharing of intercept outcomes through the NHVR Portal.
- Implement findings of an external audit of PBS assessor and certifier arrangements and processes.
- Implement a revised organisational structure to provide greater oversight of PBS-related functions.
- Build and maintain internal mechanical and structural engineering capacity.
- Monitor and improve, as necessary, our Compliance and Enforcement Policy.
- Improve risk-based targeting of on-road intercepts.
- Implement the Regulatory Partners project.
- Improve efficiencies by automation of regular reporting.

REGULATORY CAPABILITY (EMPLOYEES)

National Performance Measure 5

NHVR employees work in a safe, supportive and inclusive working environment.

Regulatory Capability Strategy – Employees

Build an NHVR culture where employees feel safe, supported and can depend on each other.

Performance Indicators	2022-23	2023-24			Target met	Page
	Result	Result	Target	Performance		
Employee engagement	71%	73%	≥75%	2.7%↓	⊗	34
Employee turnover ³⁵	12%	14%	<10%	40%↑	⊗	38
Lost Time Injury Frequency Rate (LTIFR) ³⁶	3.3%	3.32%	<6.5%	49%↓	✓	34
Total Recordable Injury Frequency Rate (TRIFR) ³⁷	6.5	12.96	<8	62%↑	⊗	34

Our regulatory capability approach is underpinned by investing in the supporting mechanisms that drive our growth and success as a regulator – our people, processes and systems. Through a positive culture of teamwork, connectivity and collaboration, we empower our employees to innovate and lead.

Ensuring we have capable leaders now and into the future is a foundation for our long-term success and is essential to meeting our strategic objectives.

Informed by the effective use of relevant data, we help to deliver successful safety and productivity outcomes, reduce regulatory burden and make it easier for industry to do business with us.

Creating a safe, nationally standardised and productive culture

In November 2023, we conducted our annual Culture and Engagement Survey resulting in an 85% response rate across the organisation (an increase from 82% in 2022). Our corporate aspirational target of positive engagement remained at or above 75%. The results of the survey showed:

- Increase of 2% overall engagement to 73%. This result remains above industry benchmarks for both response rates and engagement across all Australian public service jurisdictions.
- Increase of ~14% engagement for the New South Wales workforce. This cohort represented 40% of our workforce transitioning to the NHVR in August 2022 (3 months prior to the previous survey). This sizable 12-month improvement in engagement demonstrates our commitment to provide an improved employee experience and the successful initiatives delivered as part of our Cultural Change program

The highest scored elements of the survey were safety, wellbeing and contribution towards NHVR's vision and strategic objectives. The results are communicated across the organisation with areas for improvement captured as initiatives in the refreshed Cultural Change Strategic Framework.

Prioritising health, safety and wellbeing

This year, we created effective mental health pathways across the organisation through training more than 20% of our employees in Mental Health First Aid. We also established a Mental Health First Aid Network overseeing psychosocial risk, promoting and providing proactive support to our employees. These actions led to Mental Health First Aid Australia recognising the NHVR as a 'skilled' employer.

Other key achievements include:

- Consultation with our workforce to harmonise and retrain our Workplace Health and Safety (WHS) Committees to work better within the national regulator.
- Validation of the NHVR's Critical Risks for our employees after completion of a unified WHS Risk Register. These risks were presented to the business in a series of toolbox talks during International Safety Week.
- Increased support in injury management and rehabilitation, particularly for non-work-related injuries.
- Improved training for first responders, including training all Executives, Directors and Managers in First Aid.
- Increased awareness and use of our safety system (DoneSafe) through improved reporting.
- The launch of a mobile application for improved accessibility and executive dashboard reporting against trends.
- Continued workplace, health and safety audit and assurance activities focused on the areas of highest risk.
- Increased onboarding and training for the former TMR employees to understand our safety expectations, culture and reporting requirements.

The increased reporting of hazards and near misses is a positive step in ensuring a strong safety culture.

Additional work will be undertaken in the coming year to ensure a consistent approach is applied across all regions to prevent and mitigate critical risks.

Although we did not meet our target for TRIFR, it is important to note that it was due to increased reporting of low risk/consequence incidents. When analysing these incidents, journey claims (Queensland-based), psychosocial injuries and minor

³⁵ Employees who leave the NHVR voluntarily through resignation or retirement, including agency staff.

³⁶ Lost Time Injury Frequency Rate is the total number of Lost Time Injuries and Fatalities in the defined period divided by the number of hours worked in the period, multiplied by one million. In this report, contractor hours worked are excluded.

³⁷ Total Recordable Injury Frequency Rate is the total number of Medical Treatment Injuries, Lost Time Injuries and Fatalities in the defined period divided by the number of hours worked in the period, multiplied by one million. In this report, contractor hours worked are excluded.



Above: Paul Simionato, Director Service Delivery, First Nations artist, Lily McNamara, and First Nations Elder, Uncle Mickey, at the Adelaide immersive workshop. Right: NHVR employees including Jeff participated in an immersive First Nations art experience.



injuries related to assets, plant and equipment accounted for most of the incidents during the year. The low risk/consequence nature of these incidents is demonstrated through the lower LTIFR rate – indicating reduced lost-time due to these incidents.

Over 40 operational leaders and WHS committee members were trained in 2023–24 in Incident Cause Analysis Methodology (ICAM) to better understand organisational and individual causes of incidents/high risk near misses and the implementation of corrective actions.

Building a diverse and inclusive workplace

We officially commenced our journey towards reconciliation through the implementation of our inaugural *Reconciliation Action Plan (RAP) – Reflect* at the beginning of the financial year with a Welcome to Country and smoking ceremony.

All commitments in the RAP were delivered during this first year, with the assistance of volunteer employees in the RAP Working Group supported by NHVR's Executive Sponsor for Diversity and Inclusion. Other notable achievements included:

- Organisation-wide launch of a First Nations training and education course supported by SBS Inclusion.
- Celebration of National Reconciliation and NAIDOC weeks featuring one of Queensland's prominent First Nations artists, Dylan Sarra, in 2023 as well as Lily McNamara and First Nations Elder, Uncle Mickey, in 2024.
- Partnership with Indigenous Employment Australia to improve NHVR's talent pipeline through greater exposure with First Nations employment candidates.
- Partnership with Ethan Indigenous in the Information Technology sector, including the introduction of a First Nations cadetship resulting in a cadet due to join the NHVR next financial year.
- Commissioning First Nations artwork for display at all NHVR national offices. This artwork is now also displayed on selected vehicles and corporate uniforms with a further rollout planned next financial year.
- Placement of First Nations maps of Australia in NHVR offices to improve the awareness and understanding of NHVR locations and countries.
- Introduction of First Nations cultural protocols such as Acknowledgement of Country, email signatures and use of iconography.
- The inclusion of First Nations enterprises as part of NHVR's formal procurement and tendering management standards.

Focus on diversity

Engaging with diverse perspectives and lived experiences helps us achieve better outcomes that are fit for purpose.

Diversity and inclusion in our workforce is increasingly essential in providing a representative base to service our industry. Key focus areas for our operations area include gender, cultural background and age.

With the creation of the Northern Region, we now understand that our full workforce complement is 30% female, 69% male and 1% non-specific.

This year we celebrated International Women's Day with our on-roads women speaking to the organisation about the daily challenges and accomplishments that they have experienced. We also celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) with 3 employees choosing to share their personal stories with our employees about why diversity in sexual and gender orientation matter in the workplace.

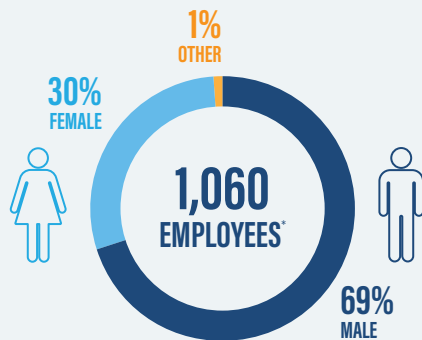
We also acknowledge that our workforce is aging and in response to this we have hosted focus groups with employees approaching retirement to understand their needs. Next financial year we will launch a transition to retirement program to better support this demographic.



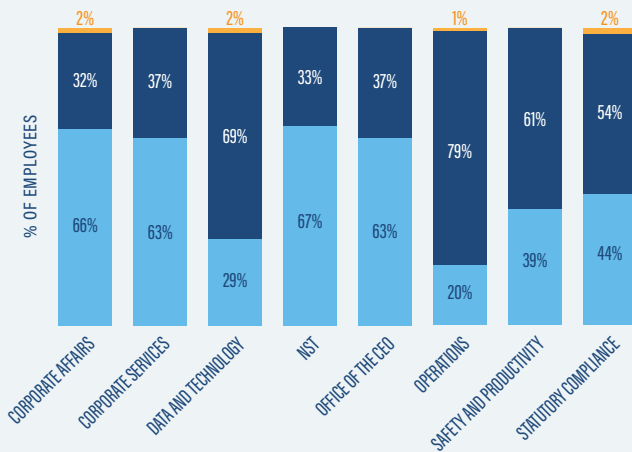
Hannah and Nicole from our on-roads workforce joined Michelle Tayler, Executive Director of Corporate Affairs, for a special International Women's Day event.

OUR WORKFORCE PROFILE

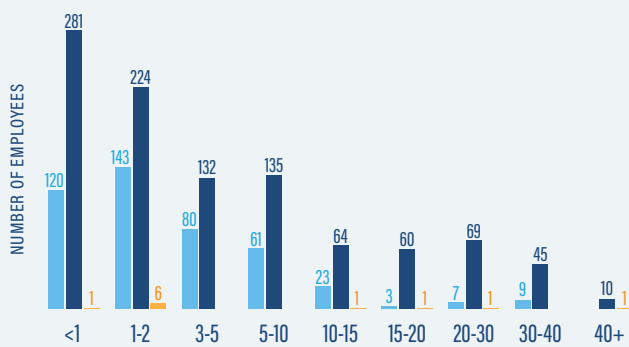
GENDER DIVERSITY



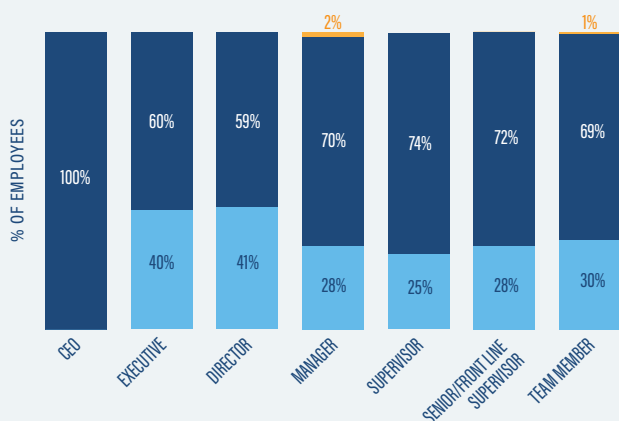
DIVERSITY BY DIVISION



YEARS OF SERVICE BY GENDER



LEADERSHIP LEVEL BY GENDER



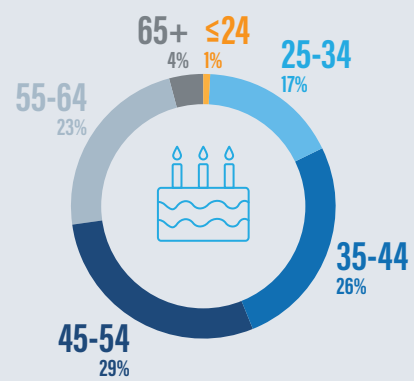
* Head count not full-time equivalent.

6 YEARS
TOTAL AVERAGE TENURE

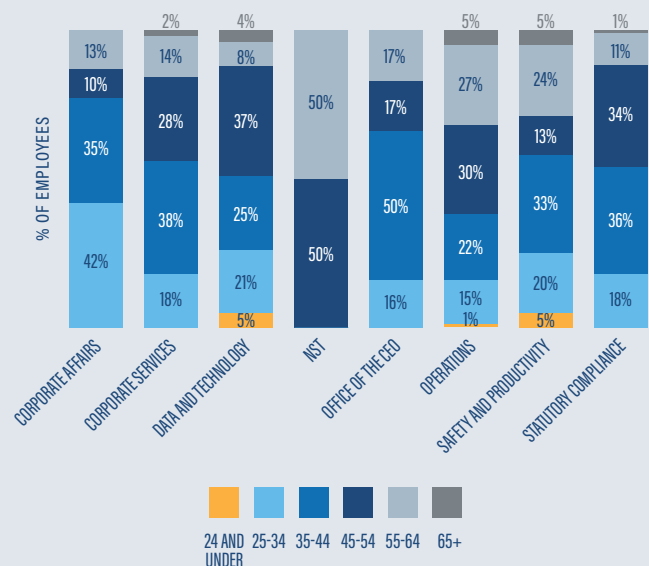


3 YEARS
TOTAL MEDIAN TENURE

EMPLOYEES BY AGE GROUP

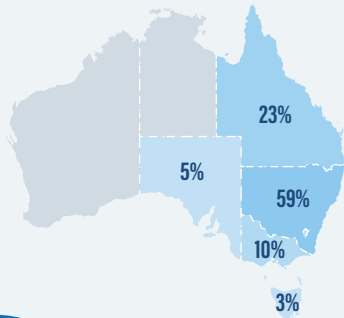


EMPLOYEE AGES BY DIVISION



24 AND UNDER 25-34 35-44 45-54 55-64 65+

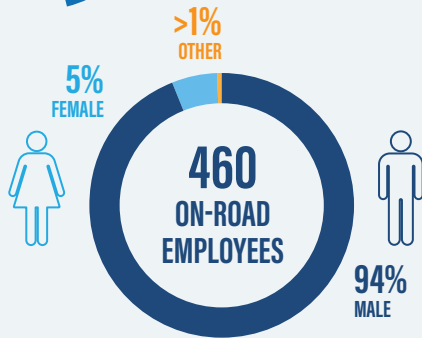
ON-ROAD EMPLOYEES BY STATE



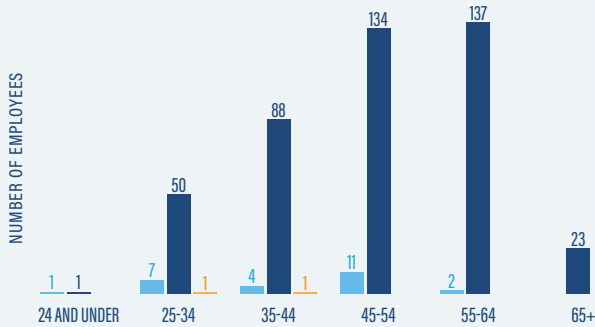
46%
EMPLOYEES
ON-ROAD



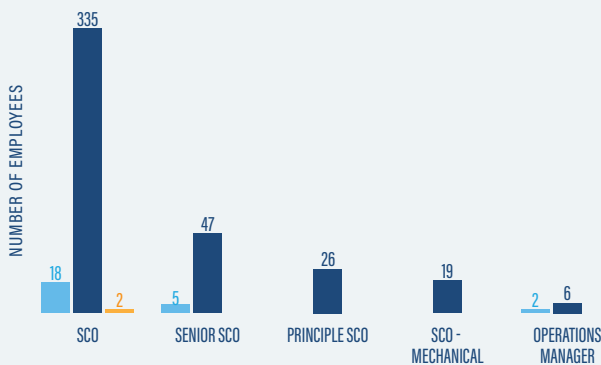
49 YEARS
ON-ROAD AVERAGE AGE



ON-ROAD EMPLOYEES BY AGE GROUP AND GENDER



ON-ROAD EMPLOYEES BY POSITION AND GENDER



SCO Kathleen in Launceston, Tasmania.



Amar and Nicole meet with People, Safety and Culture colleagues.

Growing organisational capabilities

Our people are our most important resource. At the beginning of the financial year, we provided more training and tools to leaders within the NHVR to support them in conducting improved individual development conversations with staff. These conversations and plans assist employees to gain more skills in their current positions or plan for their future roles.

A new online performance management system, targeted for launch in July 2024, is aimed at ensuring our leaders and employees have more effective performance and development conversations. The user-friendly and interactive system will enable ongoing feedback to be captured and will support performance and calibration processes.

In partnership with the University of New South Wales and the Australian Graduate School of Management, we have developed 2 programs focused on professional communication and program and project management. These programs were piloted earlier this year and will be rolled out over the coming year to support organisation-wide capabilities.

A total of 241 leaders attended our leadership program 'Your Leadership Toolkit' during the year. This program focused on behavioural competencies and approaches to coach employees and build skills in effective communication, delegation, unconscious bias and decision-making.

To supplement behavioural competencies, we partnered with OnTalent to design 14 short courses in Leadership Essentials. These modules cover legislative requirements and provide tools and processes for common leadership challenges. The pilot course has been delivered to our Central Region leaders and will be expanded to leaders across the organisation.

Employee turnover

Our rolling employee turnover rate remains above our 10% target (averaging 14%). That rate is consistent with the turnover experienced by other comparable regulators and the broader market.

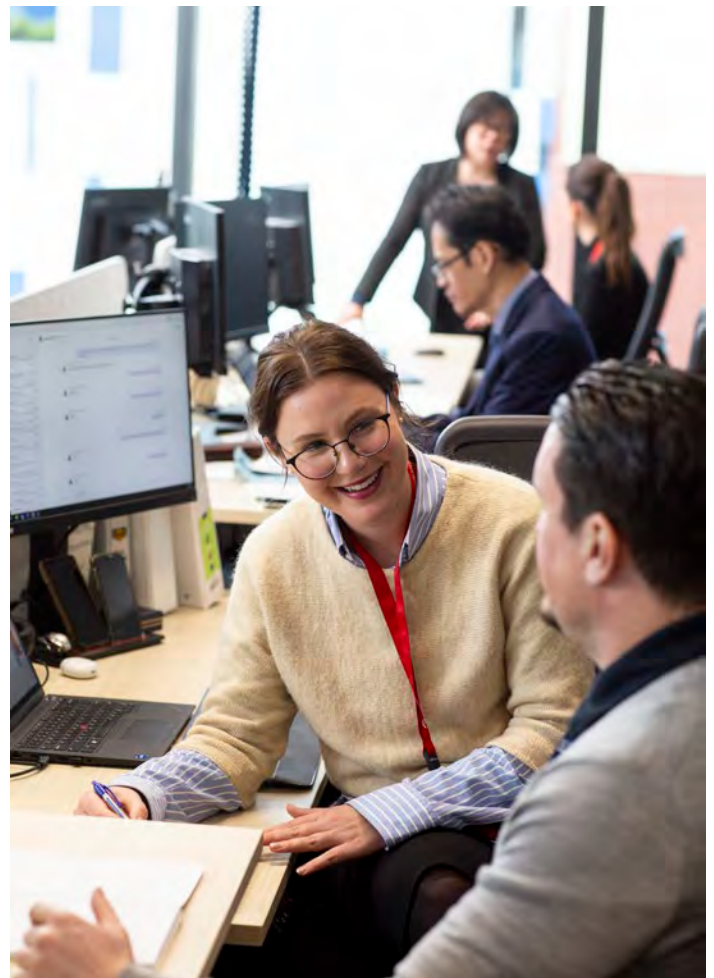
The Australian Human Resources Institute advised that the 12-month average employee turnover rate to the end of May 2024 was 15%, up one point from its Quarter 3 report. The employee turnover rate increased significantly in the public sector to 23% (18% in Quarter 3) and in the private sector (13%).³⁸ In these respects, whilst our target has not been met, the NHVR's result more closely resembles the turnover within the private sector and is markedly better than the overall Australian public sector.

With the commencement of former TMR employees, we now have a complex set of Industrial Arrangements, including 2 enterprise agreements, one Copied State Instrument (Award) and one Copied State Instrument (Agreement and Award). To harmonise the disparate and operationally restrictive requirements under these employment instruments, we have commenced negotiations with our workforce and relevant unions. These negotiations relate to 2 agreements that expire in the 2024-25 financial year and, upon completion, we aim to have agreed and consistent employment arrangements for most of our employees.

Our 2024-25 employee-related regulatory capabilities deliverables

In the year ahead, we will:

- Further build on our positive culture, focusing on people, strong leadership and teamwork resulting in safe and high-performance outcomes.
- Remain an employer of choice where we can attract and retain staff who have a diversity of skills, approaches and outlooks.
- Improve leadership capability to ensure managers and directors have the skills and maturity to lead effectively, including during periods of change.



Alice and Simon from NHVR Prosecutions, Adelaide.

38 AHRI-WorkOutlook-Report-Q2final.pdf

STAKEHOLDER ENGAGEMENT

Engaging proactively with stakeholders is crucial in meeting their wants and needs. Our engagement actively seeks feedback to help us to provide relevant, timely and targeted information to those who need it most.

By listening to our customers and asking for their feedback, we obtain a greater understanding of how we are achieving our vision of a safe, efficient, and productive heavy vehicle industry, as well as of what we can do better. We continue to work with our customers to provide timely, personalised, and targeted communications that offer information which enables them to make better decisions.

Leading in customer excellence as a regulator

In November 2023, we received the award *Organisation of the Year – Government/Not-for-profit* at the Customer Service Institute of Australia (CSIA) Australian Service Excellence Awards. This was a significant achievement which recognised the NHVR as best-in-class for Customer Excellence.

Earlier in the year, the CSIA conducted an audit to evaluate our customer service performance internationally against key metrics. The process involved an extensive review of our organisation over 3 days before providing International Certification of Customer Service and a report outlining recommendations, and detailing opportunities and strengths through data driven insights.

Our recent award and audit validate our willingness to continually improve as an organisation, providing confidence that we are doing the right thing by “thinking customer”.

Customer service excellence continues in the Contact Centre

Our in-house Customer Contact Centre continued to meet our aim of providing a superior customer service to callers with a total of 64,590 calls were answered this year (compared to 60,676 in 2022–23).

Despite a 6.45% increase in call volumes, most callers (91%) received assistance or a solution immediately and 82% of calls were answered within 30 seconds (90% last year).

In addition, we successfully achieved a 97% customer satisfaction rating (based on 13,000 post-call surveys). This is the third successive year we have achieved a satisfaction rating above 96%.

Our customer satisfaction surveys also continued to return a high 23% response rate, illustrating the strong relationship between the NHVR and our customers.

Throughout the year we responded to 14,184 customer emails and web enquiries. Queries were acknowledged within one business day and a timeline for issue resolution was provided if needed.

Building customer-centricity

In line with our continuing commitment to upholding the highest standard of customer service excellence, the NHVR recently extended the analysis of the customer experience to additional business units. A Customer Journey Map for Advanced Customer Support, the Contact Centre, Media and Communications, and the stakeholder team was created for customers to view our commitment to customer. As part of the journey mapping process, we also reviewed and revamped existing customer journey maps and made them available on the NHVR website.

With the Queensland transition now complete, new employee inductions focus on customer experience and how we are responsible for the experience that we create. Customer Experience (CX) presentations are being held across the organisation after a pulse check was conducted with the help of CX group, Strativity, who assessed the customer centricity of our on-road staff.

In November 2023, CX workshops were held with Safety and Productivity teams with the goal of reviewing and building the idea that the customer is a key part of the organisation. Employees pitched ideas to real customers as well as our CEO. The ideas captured in the workshop have been translated into real, meaningful outcomes and have formed part of program of work within Safety and Productivity.



Contact Centre team members Liam and Brooke.



Advanced Customer Support Coordinator, Susana meets with on-roads team members.

In addition, a continuous improvement approach was established amongst our people. The Contact Centre team was instrumental in this key program, gathering vital customer sentiment to drive continuous process improvement.

Our Voice of Customer program (VoC) continued to provide key insights into where our business units can improve and identify opportunities to grow, develop and mature.

All complaints are managed in line with our Customer Complaints Management Policy which is located on the NHVR website. Our [Customer Service Charter](#) is also available on our website.

This year we received a total of 76 complaints – a 5.5% increase from

72 complaints in the previous year. Employee complaints were the most received (42%), followed by complaints regarding regulatory compliance (38%) and miscellaneous (20%).

It is important to note that despite the slight increase in complaints this year, in 50% of complaints regarding employees, the access to and use of body worn camera footage led to accurate recollections, and in some cases, total dismissals of complaints which not only protected our customers but employees. We learned from a report by the NSW Auditor-General that there were legal issues about the use of body worn cameras in that jurisdiction and we have appropriately adjusted how they are used by our employees in each jurisdiction.

The average time to resolve complaints remained steady at 5 days in 2023–2024, matching 2022–2023 performance. This is likely due to the time and effort required to fully investigate complaints and finalise any preventative or corrective actions with the customer.

On a positive note, our customers registered 63 compliments through our [Contact Us](#) webpage this year, which is a 50% increase on the previous year.

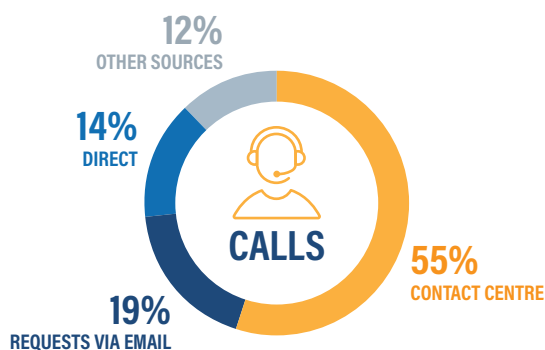
Specialised customer care

The Advanced Customer Support (ACS) team continued to successfully manage more complex customer enquiries, reducing demand on our Contact Centre and enabling us to solve customer problems faster.

With a strong drive to go above and beyond for our customers and benefit industry, the ACS team launched a tailored road manager training webinar in January 2024. The education program sought to target a knowledge gap within industry by providing a holistic and practical overview of the NHVR Portal. This webinar was well received with over 90 mentions of positive feedback and a continued demand for future sessions. Alongside webinars, the team have continued to action proactive calls which aim to welcome newly registered users to the Portal and assist them with any questions or concerns.

The ACS team received 5,196 calls in 2023–24 (5,766 in 2022–23), providing specialised customer care with a resolution rate of 88%.

Figure 2. Calls per business area within the NHVR



Listening to our customers

Continuous feedback from our customers remains critical to our ability to respond in a timely, effective and efficient manner.

Internal stakeholder programs and monthly meetings with key departments ensured information systems remained up-to-date.

Education on key safety risks

Pivotal to our ability to reach a large audience, our social media platforms provide the NHVR with the ability to educate and inform on demand.

In 2023–2024, our social media platforms received over 38.75 million impressions. Our aim is to ensure safety and productivity by highlighting the key risks that our SCOs see on the road, our Contact Centre team hear and receive, and our Stakeholder Engagement team observe while working closely with industry.

Additional social media topics were developed in collaboration with other business units and industry partners including campaigns on vehicle defects, safety lessons with near misses and accidents, fatigue, work diaries, and weighbridge education.

Our social media posts were engaged with (i.e. liked, commented on or shared) more than 1.2 million times across our various channels. Our social media audience increased in 2023–24 by 20.2% translating into 15,138 new followers.



Above: Aniva from NHVR Service Delivery Access, Brisbane and below: NHVR Followmont tour participants.



Marcus Pollock from Agrinuous, Sally and Sophie from the NHVR, and Alina Hawkins from the Livestock and Rural Transporters' Association of Victoria (LRTAV) visiting the livestock saleyards just outside of Ballarat in Victoria. The trip was to engage with industry at the saleyards and have conversations around upcoming livestock regulatory advice.



Working with industry

Our Stakeholder Engagement team continued to build and improve our relationships with industry throughout the year.

In March 2024, Followmont Transport hosted the NHVR to showcase how they have benefitted from a proactive and collaborative relationship with a customer focused regulator. The showcase took place over 3 days with employees from across the NHVR having the opportunity to visit the depot.

Employees were provided with a history of Followmont and a depot tour. They were also shown the steps taken to effectively manage fatigue and keep up with an ever-evolving industry. It is hoped the success of the Followmont visit will pave the way for future opportunities with other organisations to showcase their successful approaches.

Our Stakeholder team travelled across most of Australia this year, either hosting or attending 240 events on behalf of the NHVR. That equates to 960 hours of engagement events through all jurisdictions in which we have regulatory responsibilities.

Bridging the gap with experts

We worked this year to create more meaningful and valuable engagements with industry by utilising NHVR subject matter experts (SMEs). Accompanying our Stakeholder Engagement team at every event, our SMEs collaborated and worked with industry to ensure that, as an organisation, we fully understand the needs of our customers, enabling us to make better informed decisions.

Our SMEs attended a multitude of events in partnership with our Stakeholder Engagement team and provided advice during conferences, webinars, toolbox talks, conventions, roadside information hubs and more.

Engaging with our regulatory partners

To facilitate the engagement of transport agencies (including those in the Northern Territory and Western Australia³⁹) and police agencies in the strategy and operations of the NHVR, 2 formal, nationally focused groups have been established:

- National Operational Planning Group (NOPG)
- National Strategy and Policy Group (NSPG).

The NOPG is operationally focused, while the NSPG is the mechanism that we use to consider and develop nationally significant heavy vehicle regulatory policy, strategy, standards and initiatives. Both groups have representation from jurisdictions, with the NTC and police agencies invited as observers on the NSPG. Police representatives also attend the NOPG. We have put in place a separate police forum with senior police representatives from across the country.

We also have Memorandums of Understanding with relevant authorities, including police and Safe Work Australia. These formalise arrangements for cooperation on the administration of joint HVNL functions in the case of police services or clarify roles and responsibilities between WHS laws and the HVNL.

For other state or territory-based regulators of WHS or for environmental protection, we operate on a case-by-case basis as particular matters arise.

NHVR staff at FarmFest Field Days in Toowoomba, Queensland.



³⁹ Western Australia and the Northern Territory have not adopted the HVNL in their jurisdictions.

CX focus for transitioning Queensland employees

In April 2024, we achieved our long-term goal of becoming a harmonised national heavy vehicle regulator with the transition of Queensland heavy vehicle compliance responsibilities.

To ensure that all staff coming onboard were familiar with the customer-centric approach of our organisation, we conducted a CX presentation during 5 induction workshops. Promoting the NHVR's regulatory intervention strategy of inform, educate and enforce approach, new employees were given an understanding of our CX principles, as well as the NHVR's vision and values.

Overall feedback from employees was that they were excited to be on board and felt empowered to do more for the customer and 'own' the experience. Employees were also given presentations from all business units to understand the inner workings of the NHVR and how we all work together to achieve a common goal backed by motivated and focused leadership.



The HVSI program includes funding for agricultural safety initiatives.

Supporting industry safety initiatives

We have administered the Commonwealth funded Heavy Vehicle Safety Initiative (HVSI) program since 2016, on behalf of the Australian Government. The scheme is part of the Federal Government's commitment to improving road safety and to move towards zero fatalities and serious injuries on our roads.

This discretionary, merit-based funding program supports projects that align with heavy vehicle and road safety priorities identified by governments, the NHVR and industry stakeholders to deliver tangible improvements in heavy vehicle safety.

The program supports industry-led initiatives such as innovative vehicle safety technologies and improvements, driver or supply chain skills and training, or the development of evidence-based heavy vehicle resources and educational tools. The past 8 years has seen the program invest over \$38 million in 153 projects contributing to better safety outcomes for all road users.

A further \$4.4 million will be made available for Round 9 of the program in 2024–25. Applications are required to directly address at least one of the themes of safer drivers, safer vehicles or safer road use.

Detailed information regarding the HVSI projects that have received support is available on the NHVR website.

+ CASE STUDY

NTI 'Spilt Milk' grant recipient

National Transport Insurance (NTI) received funding of \$280,695 in Round 6 of HVSI, for their 'Spilt Milk Project'.

The project aimed to reduce the number of milk tanker rollovers and major crashes through the creation of policies and procedures across the supply chain, and best practice resources for drivers, fleet managers and other relevant stakeholders.

Data from NTI's National Truck Accident Research Centre (NTARC) showed that, on average, dairy tankers are 2.4 times more likely to be involved in a major crash than other freight transport types. The Spilt Milk program goal is to reduce the number of major safety incidents with dairy tankers over coming years.

NTI collaborated with more than 30 experts with diverse backgrounds and experiences, including dairy processors, dairy transport operators, ABS braking specialists, tanker manufacturers, trainers and drivers.

After consultation, 6 key topics were identified for the training materials:

- vehicles and equipment
- slosh and surge
- electronic stability control
- farm risks
- on-road risks
- supply chain risks.

The project co-created over 40 resources that make up a safety pack that industry and program participants can continue to use to educate stakeholders to reduce major incidents, such as:

- videos – including never before seen in-tanker footage measuring slosh and surge
- podcasts
- datasheet templates for recording transport activity management
- 'Train the Trainer' speaker's notes
- trainee workbooks
- depot posters
- guides
- 3D Model Dairy Tanker – transparent to show what's happening in-tanker.

This successful initiative highlights a HVSI project which aligns to the themes of safer drivers, safer vehicles and safer road use. These resources can be accessed via the [NTI website](#).

Our role in the broader transport landscape

We actively work with external stakeholders to:

- develop and strengthen relationships
- understand the needs and requirements of industry and its partners
- build support and generate buy-in for the NHVR's projects, programs and initiatives
- inform decision-making
- build the capacity of its stakeholders to absorb change effectively
- tap into stakeholders' expertise, experience and knowledge
- identify new ideas, as well as hazards and risks
- source useful information to shape the design and implementation of initiatives.

Our stakeholders include a broad range of participants from across the heavy vehicle industry and supply chain as well as related organisations and individuals, partner agencies and groups concerned with heavy vehicle transport related matters.

Within this broader stakeholder base, we target key stakeholder groups invested in broader public safety issues and the heavy vehicle freight and supply chain.

These include:

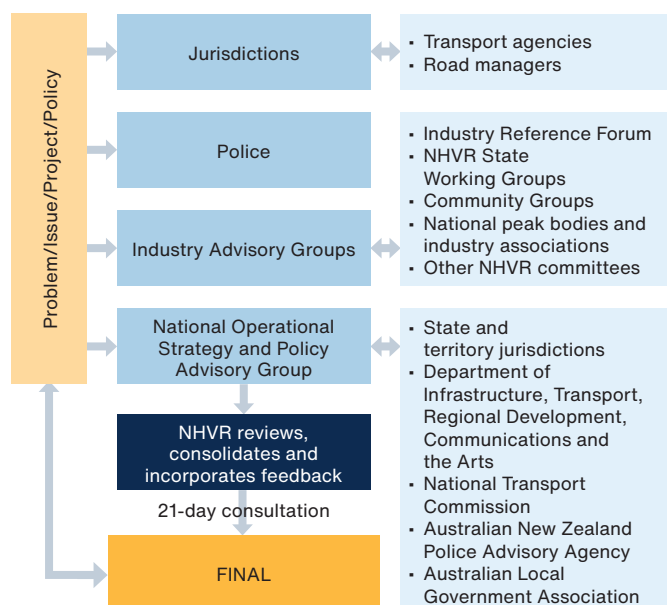
- heavy vehicle industry and supply chain participants and the logistics community
- state, territory and Commonwealth governments, ministers and officials
- police agencies and local governments and participating jurisdictions
- industry unions and associations
- community groups (e.g. road users or groups focusing on public safety, and amenity, social or environmental impacts).

Our Stakeholder Engagement Process

Our stakeholders actively participate, collaborate and provide input when any of the following scenarios arise:

- we propose changes, plans or developments in policy, strategy, services, activities, infrastructure or legislation
- we or specific industry stakeholder groups raise problems or issues (to support decision-making and cater for competing interests)
- we plan new projects, programs or initiatives
- we need more information or evidence to make an informed decision.

Figure 3. Our Stakeholder Engagement process



South East Field Days, Lucindale South Australia.



CORPORATE GOVERNANCE



Our Corporate Governance Framework sets out the standards of accountability and transparency our stakeholders expect of our organisation.

It outlines the principles, elements and mechanisms we use to effectively achieve the 2 main aims of corporate governance:

- assurance that we are meeting our compliance requirements
- improving our organisational performance.

It also provides the context within which we operate to achieve our objectives, ensure transparent, ethical, accountable, evidence-based decision-making, and effectively manage risk and key stakeholder relationships.

It is firmly aligned with the HVNL and reflects all relevant legislation and government policies that directly affect us in our capacity as Australia's heavy vehicle regulator.

NHVR Board members and ELT visit the new Townsville office. (L to R) - Robin Stewart-Crompton, Janelle van de Velde, The Hon Duncan Gay AM, Sal Petrocchio OAM, Julie Russell OAM, The Hon Patrick Conlon and Catherine Scott.

OUR BOARD

 ur Board comprises 5 members appointed by the Queensland Minister on the unanimous recommendation of the responsible Ministers. The Board's functions under s664 of the HVNL include:

- ensuring that the NHVR exercises its functions in a proper, effective and efficient way
- ensuring that adequate and effective governance processes and controls are in place
- oversight of the NHVR's financial activities.

The Hon Duncan Gay AM Chairperson

Appointed: October 2018

Duncan was previously New South Wales Minister for Roads, Maritime and Freight, and Leader of the Government in the New South Wales Legislative Council.

As Minister, he championed significant positive change to the safety and productivity of the heavy vehicle sector, enabling New South Wales transport operators and local businesses to align with the rest of the country and, in many cases, lead reform of road freight improvements for the benefit of the industry, broader community and, in turn, the national economy.

He understood the importance of working closely with freight supply chain partners to deliver tangible outcomes, particularly for regional and rural New South Wales, and was responsible for vastly increasing access to local freight networks and giving a strong focus to adopting a respectful culture in roadside heavy vehicle safety and compliance interactions.

Duncan is a Director of Essential Energy, the Bush Children's Education Foundation of NSW and the Sir Earle Page Memorial Trust, Chair of the Advisory Board at MU Group and Chairman of the NSW Freight Transport Advisory Council.

Julie Russell OAM Deputy Chairperson

Appointed: October 2019

Julie is a director and third-generation family member of Queensland-based Russell Transport. She has worked both within her family business and in large multinational corporations across roles in risk and compliance, human resources, industrial relations, technology and strategic planning.

She has served on numerous committees and boards to provide a medium-sized family-business perspective to road reform and policy proposals, training and workforce planning frameworks, and industry awareness programs.

She is a Board Member of the Queensland Trucking Association, and the Australian Trucking Association. Julie is also Chair of the Office of Industrial Relations Queensland Transport and Storage Industry Sector Standing Committee, and Deputy Chair of Industry Skills Australia Transport and Logistics Industry Strategic Workforce Planning Committee.

Julie was named Queensland Trucking Association Woman of the Year in 2014 and National Trucking Industry Woman of the Year in 2015.

The Hon Patrick Conlon

Appointed: October 2022

Patrick has had a distinguished career in the South Australian Government, holding a number of ministerial portfolios, including transport and infrastructure.

During his 10 years as Transport Minister, he was a strong advocate for national consistency in heavy vehicle regulation.

Patrick also has extensive experience in board advisory roles and has recently provided strategic advice to a range of clients in the transport, energy, infrastructure and property industries.

Catherine Scott, FAICD

Appointed: October 2019

Catherine is a highly experienced Chairperson and Non-Executive Director who has held directorships across a portfolio of organisations in transport, water, education and natural resources. In her prior professional career, she held senior positions in the investment banking and finance industries.

She is a member of the Finance Committee of Edmund Rice Community Services. She is also a past Commissioner at the Australian Transport Safety Bureau, Director and Audit and Risk Committee member of several organisations, including the Office of the National Rail Safety Regulator, V/line Passenger Pty Ltd, Chair of Goulburn Valley Water and a Non-Executive Director of VicWater.

Robin Stewart-Crompton

Appointed: October 2012

Robin is the Director of RSC Advising Pty Ltd and is a consultant in the fields of public administration, work health and safety, workers' compensation and industrial relations. He has undertaken a number of reviews of law and practice in these areas at the Commonwealth and State levels. Previously, he was a senior Commonwealth public servant and a legal practitioner.

OUR EXECUTIVE LEADERSHIP TEAM

Led by our Chief Executive Officer Sal Petrocchio, the Executive Leadership Team is responsible for the day-to-day management of our organisation, leading the delivery of our strategic objectives and driving an inclusive, supportive culture.



Sal Petrocchio OAM

Chief Executive Officer
GAICD GDURP (BASc)
Built Environment

Since joining the NHVR as Chief Executive Officer in May 2014, Sal Petrocchio has led the organisation to become a customer-focused and data-driven modern regulator.

Sal has been instrumental to significant programs of reform, enabling a more streamlined approach to service delivery, education, compliance and enforcement across the heavy vehicle industry.

In April 2024, Sal led the NHVR to become a single national regulatory body with the transition of regulatory services from the last of 6 states and territories. This final transition of regulatory services allows a harmonised approach to safety and productivity across the Australian heavy vehicle industry.

Sal continues to maximise the utilisation of smart technology across the business to identify operators and vehicles who pose the greatest safety risks. He also champions data-sharing, new technologies and innovative practices to deliver better productivity and safety outcomes for both governments and industry.

Sal brings to the NHVR an extensive knowledge of policy, strategy, and reform, having held senior leadership roles in transport, freight, ports and logistics, strategic land use and transport planning, business process improvement and innovation across the government and private sectors.

In 2023, Sal was awarded a Medal of the Order of Australia for his significant contribution to the road transport industry.



Cameron Stone

Chief Data and
Technology Officer
BCom FRAes GAICD

Cameron joined the NHVR in January 2022 to take up the position of Chief Data and Technology Officer, with responsibility for IT, analytics, data, and digital across all NHVR core functions.

With more than 20 years as a senior technology executive, he specialises in large transformation programs in technology-driven organisations.

Prior to joining the NHVR, Cameron held key appointments in leading organisations, including Chief Information Officer of Virgin Australia, Aurizon and TEG, as well as senior technology roles at Suncorp, Bank of Queensland and Queensland Health. He has led culture change across a wide range of industries, including aviation, banking, insurance, heavy haul rail and freight.

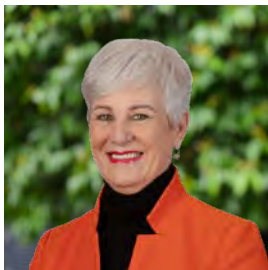


David Hourigan

Chief Regulatory Policy
and Standards Officer
BBus

David joined the NHVR as Chief Safety and Productivity in January 2023. This position leads the development of strategic policy, vehicle standards, the Performance Based Standards scheme, as well as strategies to optimise productivity across the sector while constantly improving safety performance.

David has a long history in policy, transport safety regulation, and stakeholder engagement. Previous positions have included: Assistant Secretary for Policy and Publications at the Royal Commission into Defence and Veteran Suicides; Safety Director (CEO) of Transport Safety Victoria – the independent regulator for maritime (commercial and recreational), trains, trams, and buses; Deputy-Director General, Policy Division, Queensland Department of Premier and Cabinet; and Executive Director, Passenger Transport, Queensland Transport and Main Roads.

**Janelle van de Velde****Chief Corporate Officer
and Company Secretary**MBA(Exec) LLMEntGov GAICD
FGIA FABC

Janelle joined the NHVR in January 2022 to oversee the Corporate Services portfolio, which consists of the finance, legal, property and procurement, performance, governance, risk and assurance, and people, safety and culture functions.

A seasoned C-suite corporate services Leader, Janelle has forged a successful career over the past 16 years, having progressed through a series of executive leadership roles advancing the strategic growth objectives of organisations in the resources and technology sectors across Australia, the USA, Europe, the Middle East, Africa and Asia (EMEA), from start-up to small and medium-sized enterprises, corporates, and listed and unlisted multinationals.

Playing a lead role in supporting an energy company's growth from an early-stage Queensland business into a 500-strong multinational diversified corporation, to being headhunted and relocating to San Francisco to support technology disrupter Nitro Software to prepare for its Initial Public Offering, she has developed a well-rounded executive skillset while building a truly collaborative approach to leadership.

**Paul Salvati****Chief Operations Officer**

BBus(Mgt) MBA GAICD

Paul joined the NHVR in March 2019 to take up the position of Chief Operations Officer, with responsibility for the operational elements of our business, including on-road operations across the HVNL participating jurisdictions, compliance operations, access permits, accreditation, PBS and our award-winning Contact Centre.

With over 2 decades as a senior executive across a range of organisations, Paul's experience is primarily in the field of service delivery, encompassing frontline customer service, regulatory and compliance functions, community policy, infrastructure and services.

He has worked across all 3 tiers of government and in the private sector and has consulted domestically and overseas on service delivery transformation. Business units under his leadership have won state, national and international awards for diversity, innovation and customer service excellence.

Since joining the NHVR, Paul has been instrumental in developing the NHVR's National Regulatory Model, transforming the service delivery functions of the organisation, establishing and embedding a risk-based, intelligence-led approach to regulatory operational activities, and driving a consistent, customer-focused approach to on-road compliance and enforcement.

**Michelle Tayler****Executive Director,
Corporate Affairs**

BJourn

Michelle joined the NHVR in January 2022 to lead the Corporate Affairs Division, which includes intergovernmental relations, corporate and digital communications, media, industry engagement and customer experience.

A qualified journalist with 20 years' experience, Michelle's career in media, communications, engagement and corporate affairs spans both private and public sectors.

Michelle began her career as a cadet journalist at a regional daily newspaper. She then worked extensively in the energy and mining sectors before moving to the Queensland Government, where she held Executive Director roles with Queensland Fire and Emergency Services and the Queensland Police Service.

Michelle brings an extensive working knowledge of corporate relations, crisis management and integrated strategic communications to help drive improved customer experience.

**Ray Hassall****Executive Director,
Statutory Compliance**BA(UQ) LLB(QUT)
GradDipLP(COL)

Ray leads the Statutory Compliance Division of the NHVR.

Commencing work with the National Heavy Vehicle Regulatory Reform Project Office in 2011 as Principal Manager – Legislation and Policy, Ray transitioned to the NHVR after it was established in January 2013.

Since this time, Ray has held several leadership positions including Executive Director, Regulatory and Legal Services from 2015 before moving to his current role as NHVR Executive Director, Statutory Compliance in December 2018.

With over 20 years' experience in public administration, change management and strategic problem solving, Ray has led the implementation of regulatory reform at state and national levels for all land transport modes.

His experience includes establishment of legal and regulatory policy design, administrative review, high-level stakeholder liaison, parliamentary committee appearances, and managing parliamentary and cabinet processes.

Ray's knowledge of regulatory compliance is the result of experience in various roles including acting as a compliance expert for a legal publisher, a peer reviewer for national and international transport publications, and the design and execution of strategic enforcement functions for the NHVR.

**Kelli Walker****Program Executive**

Kelli joined the NHVR in February 2016 to oversee the transition of heavy vehicle regulatory services from the South Australian Government to the NHVR. Kelli brings over 25 years of experience in senior management roles in State and Federal Government with a strong background in transport policy and legislation development and the planning and delivery of regulatory compliance programs for heavy vehicles and maritime.

Kelli leads the NST Division of the NHVR, working with jurisdictions and NHVR business areas to plan for the transfer of responsibility for frontline delivery of regulatory compliance and enforcement related activities currently being delivered by the states and territories on behalf of the NHVR.

2024 saw the completion of the final service transition project with the Queensland government transferring its heavy vehicle services to the NHVR on 22 April. This transition marks the end of the NST Program and is a significant achievement for Kelli and the NST team having now successfully delivered the transition of heavy vehicle regulatory services in all participating jurisdictions.

From 1 July 2024, Kelli will commence her new role as Executive Director On Road Operations in the Operations Division.

Our Governance, Risk and Assurance function provides governance structure and support in the shape of the Company Secretary, with legislative obligations in that area. It is also responsible for overseeing the internal audit, enterprise risk, business continuity and related obligations, to fulfil legislative and compliance requirements.

Reports to responsible Ministers

As required by the HVNL, we report directly to responsible Ministers (the responsible Minister for the Commonwealth and for each participating jurisdiction).

We provide them with:

- an Annual Report addressing the matters set out in s 693 of the HVNL
- a report about any matter that relates to the exercise of our statutory functions in response to a written direction under s 694 of the HVNL
- a 3-year Corporate Plan, updated annually, under s 695 of the HVNL.

Ministerial guidance or approval is also sought from the Infrastructure and Transport Ministers' Meeting (ITMM) and, prior to that, its predecessor, the Transport and Infrastructure Council. The Ministers also provide the NHVR with a statement of expectations, which is updated annually.

Under the HVNL, we must also:

- comply with policy directions given by responsible Ministers under s 651
- provide information to a responsible Minister in response to a referral of a matter under s 652.

Board activities

Board meetings consider regular reports on the NHVR's WHS performance, financial performance, and current and emerging issues (incorporated in the CEO's report), quarterly performance results against Corporate Plan objectives and key people and safety indicators. The Board also considers and takes regulatory, commercial and governance decisions requiring resolution.

Meetings also regularly include presentations by NHVR employees or invited guests on issues relating to heavy vehicle industry matters and developments that affect the NHVR.

Eight meetings of the Board were held during the year:

23–24 August 2023	14 December 2023	2–3 May 2024
12 September 2023	31 January 2024	19 June 2024
24–25 October 2023	20 March 2024	

A Board Strategy Workshop was held on 4-6 October 2023 to take the opportunity to have more strategic long-term discussions as to where we are currently as a safety regulator and where we want to be in the future.

Board meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
The Hon Duncan Gay AM	Chairperson	8	8
Julie Russell OAM	Deputy Chairperson	8	8
The Hon Patrick Conlon	Member	8	8
Catherine Scott	Member	8	8
Robin Stewart-Crompton	Member	8	8

The Register of Board Members' Declared Interests was maintained throughout the year, with declarations of conflict of interest featuring as a standing agenda item at each meeting.

SCO Brad performing a bus inspection at Marulan HVSS.





SCO Scott and Customer Experience and Engagement Officer, Carlo checking brake temperatures at Chinderah HVSS.

Audit and Risk Committee (ARC)

Established in accordance with the HVNL by the Board, the ARC assisted the Board to fulfil its corporate governance and assurance responsibilities in relation to annual budget and financial accounts, risk management, internal controls, external audit, and compliance with relevant laws, regulations and codes.

The ARC met on a quarterly basis during the year, with Catherine Scott as Chairperson, Robin Stewart-Crompton and Patrick Conlon (both members) in attendance at all meetings.

Internal audit arrangements

Our internal audit function is independent from management and assists the Board and ARC to execute its respective responsibilities effectively by providing independent advice, analysis and recommendations concerning the NHVR's operations and processes.

Ernst & Young (EY) commenced in this role effective on 1 July 2023, for the next 3 years, with 2 one-year options to extend.

The ARC defined the internal auditor's scope of work through agreeing on an updated *Internal Audit Charter and Strategic Internal Audit Plan*. These were approved by the Board on the recommendation of the ARC. The ARC considers the reports of the internal auditor, and governance reports from NHVR management, and makes appropriate recommendations to the Board about such matters.

The *Strategic Internal Audit Plan* covered various topics across the organisation's risk exposure, legislative obligations and strategic plans for the FY2023–24, including risk management,

IT governance and controls, safety and productivity matters and operational activities. Both the ARC and its Chairperson met regularly with the internal auditor independently of management to discuss the NHVR's performance. Our risk-based internal audit approach entails performance, financial, IT and compliance audits across the organisation.

Monitoring of findings and actions from previous audits is another ongoing function of Internal Audit. Over the course of the year, all 53 findings that were due for action were dealt with.

Enterprise Risk Management

We continued to experience a significant period of organisational growth and change, with the Queensland jurisdiction integrated into the NHVR in April 2024. This has been most clearly evidenced in recent years by the jurisdictional transition work and the consequent transformational changes to our workforce, assets, systems, processes and governance.

With new potential risks arising regularly and the most effective solutions ever-changing, we have continued to strengthen our risk management framework to assist the NHVR to achieve its objectives efficiently and effectively.

Our risk management approach helps identify and prioritise organisational risks, to ensure resources and actions are allocated appropriately to address, mitigate and nullify obstacles to the achievement of our goals.

Rigorous risk analysis underpins our forward planning process, ensuring effective organisational performance management (see the Effective Organisational Management feature on page 51 for more information).

Business Continuity Management

Following a Business Continuity Management (BCM) Maturity Assessment undertaken in early 2023, assurance was provided regarding our operational capability in response to crises and critical incidents impacting our services provided under the HVNL.

As a result, a Business Impact Assessment (BIA) was undertaken enabling us to continually develop and validate a fit for purpose continuity solution that provides an effective mechanism to respond to a business interruption or disruptive event. This is aimed at ensuring that the identified and critical activities can continue or be recovered within the required timeframes.

With the assistance of external subject matter experts, the NHVR has now progressed a Business Continuity Roadmap which involved compiling *Business Continuity Plans* (BCPs) for all critical functions identified during the BIA, introducing a BCM Manual, conducting post-incident reviews and undertaking live desktop testing.

Procurement strategy and planning

In line with our commitment to enhancing corporate governance, during the 2023–24 financial year the NHVR embarked on several initiatives to upgrade existing technology and simultaneously plan the implementation of new technology systems in the 2024–25 financial year. These initiatives include:

- **Continuous enhancements to our Enterprise Resource Management system, Microsoft Dynamics 365:** These enhancements ensure that our system remains at the forefront of technological advancements, providing us with robust tools for efficient resource management.
- **Implementation of a new contract management system:** This system is designed to enable the effective and accurate management of contracts and the associated services, ensuring streamlined contract administration.
- **Development of a procurement market engagement system:** This system will enhance our ability to manage procurement activities, ensuring transparency and efficiency in our market engagements.
- **Introduction of a property lease and asset management technology solution:** This solution will allow for the efficient management of our property leases and the assets associated with them.

In implementing these systems, we are also reviewing and aligning our associated policies and procedures to best practice standards. This alignment ensures that the NHVR derives full benefits not only from the technology solutions but also from the more effective processes and enhanced governance and control mechanisms they facilitate.

An integral part of the new system implementations is ensuring data accuracy and reliability. These factors are carefully considered during the development of the new systems and processes, reinforcing our commitment to maintaining high standards of data integrity.

Probity measures

Public interest disclosure

Our policy and procedures on public interest disclosure meet the requirements of the Public Interest Disclosure Acts that apply to the NHVR.

These measures enable confidential disclosure of matters and protect disclosers from fear or threats of reprisal for making a disclosure.

Corrupt conduct

We are subject to anti-corruption legislation in all participating states and territories (except Tasmania), as well as the requirements of the HVNL which apply:

- a specific obligation to act honestly, with integrity and in good faith, and with a reasonable degree of care, diligence and skill
- a statutory prohibition on employees improperly using their position or information that comes to their knowledge through the exercise of functions under the HVNL.

Our Fraud and Corruption Control Framework provides a clear and transparent statement of our commitment to protecting our customers, employees and standing within the community by effectively preventing, detecting and deterring misconduct, fraud and corruption.

NHVR policies and procedures relating to any complaints that may be made against our CEO are consistent with the requirements of applicable Anti-Corruption Acts.

Any complaints about corrupt conduct are taken seriously and are reported as required by law.

Code of Conduct

Our Code of Conduct sets out the standards of conduct we expect from our people, and governs our behaviour, decisions and actions. It applies to our employees, our Board, consultants and anyone else engaged by us to undertake an activity for us or on our behalf. On starting their employment with, or engagement by, the NHVR, all relevant individuals must declare that they will uphold these expectations and complete a mandatory induction that includes Code of Conduct training.

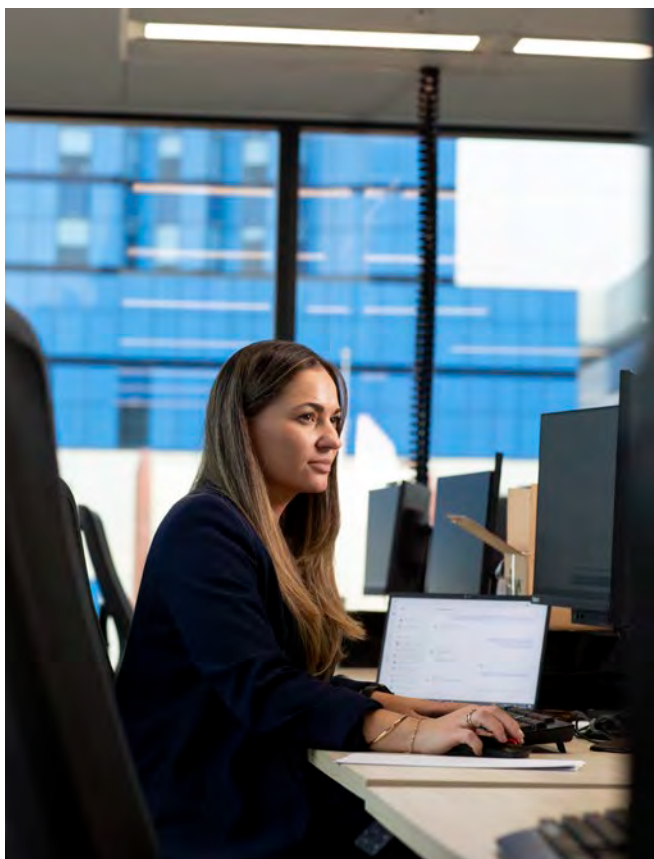
Conflict of interest

Our Conflict of Interest Policy and Managing Conflicts of Interest Work Procedure ensure our people understand their individual responsibilities and all conflicts of interest are properly managed. If a perceived, real or potential conflict is notified, the relevant leadership team undertakes the necessary assessments and approvals prior to submission to the NHVR Board Secretariat.

Fraud control

We monitor non-compliance with our corporate policies through our assurance activities, and review thresholds and appropriateness of all financial delegations annually.

We observe our duties under anti-corruption legislation, public interest disclosure laws and Ombudsman Acts through our Legal Services team, which manages statutory complaints and investigations.



Prosecutor Reine at our Adelaide office.

Insurance and indemnities

We hold the following insurances: public and products liability, directors' and officers' liability, professional indemnity, industrial and special risks, motor vehicle fleet, corporate travel, journey, marine transit, general property, crime, cyber liability, aviation (drone), and statutory liability (including occupational health and safety) insurance.

Information privacy and right to information

Under s 696 of the HVNL, we are subject to the *Information Privacy Act 2009* (Qld) (the IP Act) and the *Right to Information Act 2009* (Qld) (RTI Act). We are guided by the legislation and the guidelines published by the Queensland Office of the Information Commissioner. We are subject to internal processes and controls through our Right to Information and Information Privacy Policy and Processing RTI or IP Applications Work Procedure. Individuals can apply for access to personal information under the IP Act and non-personal information under the RTI Act.

The [Disclosure log](#) on our website provides details of information released in response to RTI requests.

During 2023–24, we received twelve applications under the RTI Act.

Ensuring our systems meet our organisational needs

We continue to invest in our core corporate digital solutions. These are essential to support our ongoing national growth, productivity and effectiveness. In 2023–24, this involved:

- implementing a new pay award build to support transitioned former TMR employees. This was successfully deployed in April 2024
- developing of a new performance and succession management system was launched to assist leaders in creating a high-performance culture

- improving the analytics and reporting available on core People and Culture and Workplace Health and Safety metrics through semi-automated self-service dashboards
- improving the functionality of our safety system through improved reporting for mental health first aid and implementation of suitable software applications for mobile devices for improved functionality.

We also successfully concluded the enhancement of our Microsoft D365 Enterprise Resource Management system, marking a significant milestone. This upgraded system now incorporates advanced governance and control mechanisms, including the integration of financial delegations within the system. This integration ensures complete auditability of financial approvals, further enhancing our commitment to transparency and accountability.

Ongoing review and updating of our Data and Technology Investment Roadmap helps us to understand when, where and how we will invest in technology and data assets through a transparent, costed, future-facing plan.

Focus on cyber security

As an evolving cyber threat landscape continues to challenge organisations, malicious attacks resulting in business disruptions, nationally and internationally, are increasing. To counter this, we have an Information Security Management System to assign prioritised controls to manage technology, legislative, physical, people and process risks to information, regardless of its format, throughout the entire information lifecycle.

We are aligned to the Australian Cyber Security Centre's Essential Eight mitigation strategies. We also employ best practice elements from the Protective Security Policy Framework published by the Attorney-General's Department and the ISO 27001 International standard for information security.

Following an independent review of our cyber security posture, we have developed a Cyber Security Investment Roadmap focused on educating our staff on cyber safety, modernising our cyber security ecosystem, and maturing our applicable policies and processes in line with best practice.

We will continue to enhance our protective cyber security capabilities in a targeted manner, prioritised to those assets and activities most critical to our business resilience.

As part of the approved works we have also engaged a virtual Chief Information Security Officer, whose role involves working closely with our Cyber Security team to strengthen internal capability.

Our Financial Management Framework

Our financial management and investment obligations are outlined in ss 690-691 of the HVNL and documented in the NHVR Financial Management Framework.

The Framework consists of our Financial Management Policy and the supporting work procedures that govern the effective management of our finances. It provides strong financial governance to ensure that our financial resources are accounted for and allocated efficiently, effectively and economically.

Our financial performance

The financial statements for the 2023-24 year reflect a strong position, with a surplus of \$5.0m and net assets of \$134.0m. Key points include:

- a higher net surplus compared to the budget, driven by higher regulatory revenue and interest income
- a net surplus lower than prior year driven by an increase in project related spend, noting that revenues and expenses have increased due to the TMR transition on 20 April 2024
- an increase in net assets, with cash reserves held to fund future projects in line with the Corporate Plan.

The NHVR's revenue is primarily derived from the regulatory component of heavy vehicle registrations and increased in 2023-24 by \$2.2m to \$184.3m. Inspections delivered on behalf of New South Wales and Queensland as well as access and accreditation fees made up the bulk of the balance of revenue sources.

Our expenses are predominately driven by employee costs, which saw an increase of \$16.4m as TMR employees transitioned to NHVR operations from 20 April 2024. Third party services (project and IT related costs), other costs (travel, office, marketing, asset repairs and maintenance) and service agreement payments to jurisdictions make up the bulk of the remaining expenses.

Looking forward

As we move into the 2024-25 financial year, our key financial objectives are to:

- Continue to deliver operational breakeven
- Attain an improved understanding of our cost base
- Deliver on the projects identified and funded in the Corporate Plan.

The approved 2024-27 *Corporate Plan* and Budget reflects these objectives.

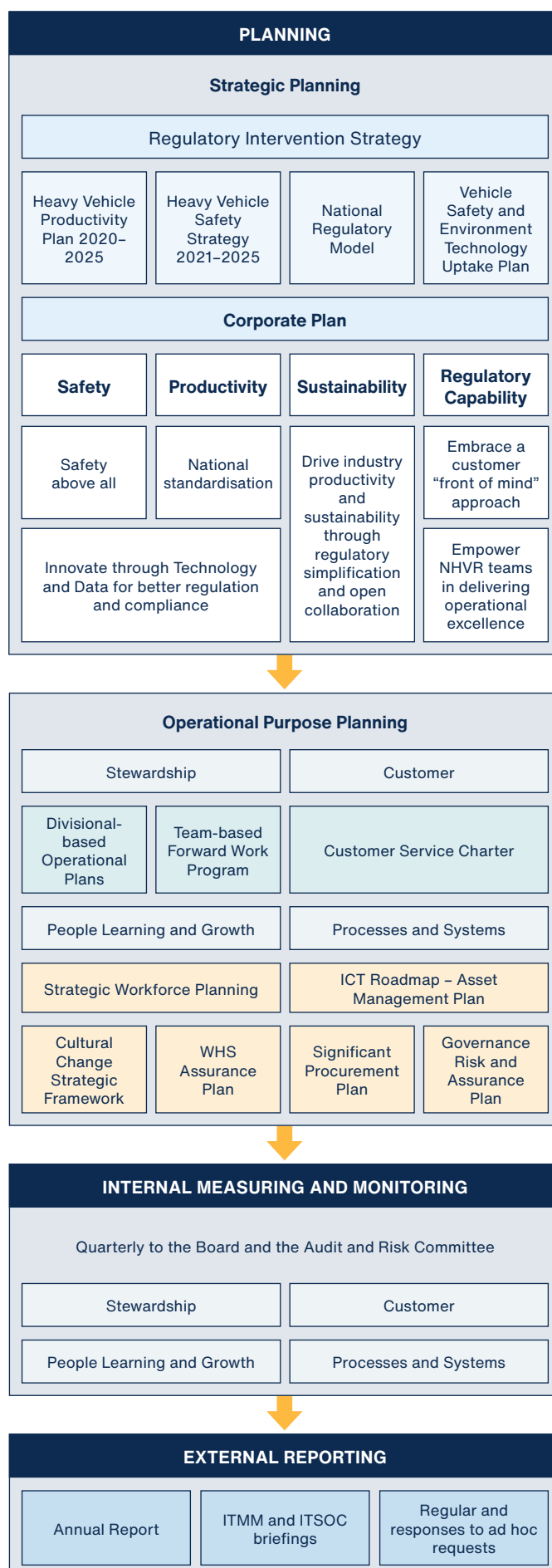
Effective organisational performance management

Our Organisational Performance Management Framework strengthens transparency and accountability.

This framework ensures a structured and universally agreed approach to how we undertake planning and reporting activities at whole-of-organisation, divisional and team levels.

All divisions report quarterly to the Board and the ELT against our NPMs and associated goals to drive the achievement of agreed outcomes as efficiently and effectively as possible.

NHVR Organisational Performance Management Framework



NATIONAL HEAVY VEHICLE REGULATOR

FINANCIAL STATEMENTS FOR YEAR ENDED 30 JUNE 2024

CONTENTS

Financial Statements

Statement of profit or loss and other comprehensive income	54
Statement of financial position	54
Statement of changes in equity	54
Statement of cash flows	54

Notes to the Financial Statement

Note 1	Basis of financial statement preparation	55
Note 2	Regulatory income	55
Note 3	Grants and other contributions	56
Note 4	Fee income	56
Note 5	Other income	56
Note 6	Employee and related expenses	56
Note 7	Service agreement payments	57
Note 8	Third party services	57
Note 9	Depreciation and amortisation	57
Note 10	Building property and motor vehicle expenses	57
Note 11	Other expenses	57
Note 12	Trade and other receivables	58
Note 13	Other current assets	58
Note 14	Plant and equipment	58
Note 15	Intangible assets	59
Note 16	Leases – right-of-use assets	59
Note 17	Trade and other payables	60
Note 18	Accrued employee benefits	60
Note 19	Other liabilities	60
Note 20	Reconciliation of operating surplus to net cash from operating activities	60
Note 21	Changes in liabilities arising from financing activities	60
Note 22	Key management personnel and remuneration expenses	61
Note 23	Commitments for expenditure	61
Note 24	Contingencies	61
Note 25	Events occurring after balance date	62
Note 26	Financial instruments	62
Note 27	Transition of state jurisdictions for NSW and QLD	63
	Certificate of National Heavy Vehicle Regulator	64
	Independent auditor's report	65

Statement of profit or loss and other comprehensive income for year ended 30 June 2024

	Note	2024	2023
		\$000	\$000
Income from continuing operations			
Regulatory income	2	184,308	182,133
Grants and other contributions	3	8,976	7,635
Fee income	4	15,238	15,259
Other income	5	36,339	30,014
Total income from continuing operations		244,861	235,041
Expenses from continuing operations			
Employee and related expenses	6	124,262	107,885
Service agreement payments	7	16,304	29,572
Third party services	8	46,014	40,544
Depreciation and amortisation	9	16,360	14,622
Building property and motor vehicle expenses	10	4,864	4,266
Financing costs		906	592
Other expenses	11	31,134	27,360
Total expenses from continuing operations		239,844	224,841
Operating surplus from continuing operations		5,017	10,200
Total surplus for the period		5,017	10,200
Other comprehensive income		-	-
Total comprehensive income		5,017	10,200

Statement of financial position as at 30 June 2024

	Note	2024	2023
		\$000	\$000
Assets			
Current assets			
Cash and cash equivalents	26	127,344	133,845
Trade and other receivables	12	32,628	20,969
Other current assets	13	3,490	4,327
Total current assets		163,462	159,141
Non current assets			
Plant and equipment	14	19,417	11,270
Right-of-use assets	16	50,815	23,898
Intangible assets	15	3,759	7,042
Total non current assets		73,991	42,210
Total assets		237,453	201,351
Liabilities			
Current liabilities			
Trade and other payables	17	14,317	15,707
Accrued employee benefits	18	28,907	25,406
Lease liabilities	16	9,868	9,225
Other liabilities	19	4,234	5,235
Total current liabilities		57,326	55,573
Non current liabilities			
Accrued employee benefits	18	3,475	2,546
Provision for make good	16	1,821	306
Lease liabilities	16	40,864	15,782
Total non current liabilities		46,160	18,634
Total liabilities		103,486	74,207
Net assets		133,967	127,144
Equity			
Transition reserves		3,675	1,869
Accumulated surplus		130,292	125,275
Total equity		133,967	127,144

Statement of changes in equity for year ended 30 June 2024

	Accumulated surplus	Transition reserve	Total
	\$000	\$000	\$000
Balance as at 1 July 2022	115,075	-	115,075
Operating surplus from continuing operations	10,200	-	10,200
Transition Reserve Movement ⁽¹⁾	-	1,869	1,869
Balance as at 30 June 2023	125,275	1,869	127,144
Balance as at 1 July 2023	125,275	1,869	127,144
Operating surplus from continuing operations	5,017	-	5,017
Transition Reserve Movement ⁽²⁾	-	1,806	1,806
Balance as at 30 June 2024	130,292	3,675	133,967

⁽¹⁾ Refer Note 27 Transition of Transport NSW.

⁽²⁾ Refer Note 27 Transition of Transport and Main Roads QLD.

Statement of cash flows for year ended 30 June 2024

	Note	2024	2023
		\$000	\$000
Cash flows from operating activities			
Inflows:			
Regulatory income		183,493	180,256
Other contributions		4,039	3,505
GST refunded from Australian Taxation Office		9,628	9,714
Receipts from operating activities		12,042	36,992
Interest received		6,566	4,080
Other		41,094	29,523
		256,862	264,070
Outflows:			
Employee and board related expenses		(120,343)	(105,126)
Supplies and services		(123,019)	(114,459)
Interest expenses		(906)	(592)
		(244,268)	(220,177)
Net cash provided by / (used in) operating activities	20	12,594	43,893
Cash flows from investing activities			
Outflows:			
Payments for plant and equipment		(8,657)	(3,578)
Payments for intangible assets		-	-
Net cash provided by / (used in) investing activities		(8,657)	(3,578)
Cash flows from financing activities			
Outflows:			
Lease payments	21	(10,438)	(9,204)
Net cash provided by / (used in) financing activities		(10,438)	(9,204)
Net increase / (decrease) in cash and cash equivalents		(6,501)	31,111
Cash and cash equivalents at the beginning of the period		133,845	102,734
Cash and cash equivalents at the end of the period		127,344	133,845

The accompanying notes form part of these statements.

Note 1 Basis of financial statement preparation**(a) General information, objectives and principal activities of the authority**

Based in Brisbane, Queensland, the National Heavy Vehicle Regulator (Regulator) is Australia's national, independent heavy vehicle regulator for vehicles over 4.5 tonnes gross vehicle mass. The Regulator was established to minimise the compliance burden on duty holders under the *Heavy Vehicle National Law* (HVNL), reduce duplication of, and inconsistencies in, heavy vehicle registration across state and territory borders and to provide leadership and drive sustainable improvement to safety, productivity and efficiency outcomes in the heavy vehicle road transport industry. The Regulator was formally established on 12 October 2012 following passage of its enabling legislation, the *Heavy Vehicle National Law Act 2012* on 23 August 2012.

On 10 February 2014, the HVNL commenced in participating states and territories of Queensland, New South Wales, Australian Capital Territory, South Australia, Tasmania and Victoria. Western Australia and Northern Territory have not adopted the HVNL. Business activities of the Regulator include:

- on-road compliance and enforcement;
- NHVAS management and accreditations;
- the PBS scheme, vehicle design and access approvals;
- vehicle road access permit applications;
- vehicle standards, modifications and exemption permits;
- national driver work diary; and
- national exemption notices.

These business activities were initially delivered via Service Level Agreements with each of the participating states and territories, but have subsequently started to transition to the Regulator. As at 30 June 2024, all participating states and territories have transitioned.

Both the 2022-23 and 2023-24 financial years have seen a significant amount of movement in the composition of the Profit and Loss and Financial Position of The Regulator, as first NSW (1 August 2022) and then Queensland (20 April 2024) transitioned into the Regulator. The Profit and Loss has seen additional income from inspections services and a reduction in service agreement payments offset with a significant increase in employee expenses as employees were transitioned into The Regulator. The Financial Position, as part of the transition, recognised the additional employee entitlements (for which the regulator was compensated) as well as a number of additional leased assets and their corresponding liabilities.

(b) Statement of compliance

The Regulator has prepared these financial statements in compliance with the *Heavy Vehicle National Law Act 2012* (the Act).

These financial statements are General Purpose Financial Statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations, applicable to not-for-profit entities.

The financial statements were authorised for issue by the Board of the Regulator on 11 September 2024.

(c) The reporting entity

The financial statements include the value of all revenues, expenses, assets, liabilities and equity of the Regulator. The Regulator does not have any controlled entities and is a not-for-profit entity. Except where stated, the historical cost convention is used.

(d) Going concern

Payment of the Regulator's debts as and when due, as well as settling its liabilities and realising its assets in the normal course of business at amounts stated in the financial report remains primarily dependent upon timely receipt of the regulatory income component of heavy vehicle registration charges from participating state and territory government agencies in accordance with agreed payment timeframes.

Notwithstanding the ongoing dependence on timely receipt of the regulatory component of heavy vehicle registration charges from participating state and territory government agencies, the Board is of the opinion that the Regulator is a going concern and this financial report is prepared on that basis.

(e) Insurance

The Regulator seeks to insure its risks with premiums being paid on a risk assessment basis with regards to the activities of the Regulator. In addition, premiums are paid to WorkCover Queensland, ReturnToWorkSA South Australia, Worksafe Victoria, iCare Workers and Allianz Insurance in respect of its obligations for employee workers compensation.

(f) Taxation

The Regulator was established under Part 12.2 of the *Heavy Vehicle National Law Act (2012)* as a statutory body corporate and is therefore exempt from Commonwealth taxation except for Fringe Benefits Tax and Goods and Services Tax (GST). The net amount of GST recoverable from the Australian Taxation Office is shown as an asset.

The Regulator pays payroll tax to the Queensland, Victoria, New South Wales, Australian Capital Territory, Tasmania and South Australia governments for services rendered by employees, deemed employees and contractors where the arrangement is considered a "relevant contract" for payroll tax purposes.

(g) Estimates and judgements

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Assessment of doubtful or bad debts – Note 12
- Valuation of intangibles, property, plant and equipment, asset impairment – Note 14 and 15
- Amortisation of intangibles, depreciation of property, plant and equipment and right of use assets – Note 9, 14, 15 and 16
- Right of Use Asset and Lease Liabilities – Note 16
- Accrued expenses – Note 17
- Accrued employee benefits – Note 18
- Transition of State Jurisdictions to NHVR – Note 27

(h) Rounding and comparatives

Amounts included in the Financial Statements are in Australian dollars and have been rounded to the nearest \$1,000 unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(i) New and revised accounting standards

The Regulator has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Note 2 Regulatory income

	2024	2023
	\$000	\$000
VicRoads (VIC)	58,164	56,866
Roads and Maritime Services (NSW)	55,310	55,133
Transport and Main Roads (QLD)	48,947	48,122
Department for Planning, Transport and Infrastructure (SA)	16,147	16,312
Chief Minister, Treasury and Economic Development (Access ACT)	807	816
Department of Infrastructure, Energy and Resources (TAS)	4,933	4,884
Total regulatory income	184,308	182,133

Material accounting policy – regulatory income

Regulatory income is recognised on a systematic basis over the periods in which the Regulator performs the obligations and recognises costs for which the income is intended to compensate. Regulatory income is provided to the Regulator from participating state and territory government agencies, representing the regulatory component of heavy vehicle registration charges.

Note 3 Grants and other contributions

	2024	2023
	\$000	\$000
Commonwealth contributions recognised on receipt ⁽¹⁾	4,364	5,604
Commonwealth contributions recognised over time ⁽²⁾	4,612	2,031
Total grants and other contributions	8,976	7,635

Disclosure – contributions

⁽¹⁾ The Regulator received a contribution from the Commonwealth of \$4,364,000 in the financial year for Heavy Vehicle Safety Initiatives (\$5,604,000 2022–23). This funding has been recognised as revenue on receipt under AASB 1058 as the Regulator's obligations are not sufficiently specific. The funds are used for the broad objectives of the Regulator, that is to implement safety initiatives with the aim to improve safety for the heavy vehicle industry and other road users. The Heavy Vehicle Safety Initiatives is for projects undertaken by third parties.

⁽²⁾ The Regulator received the \$4,000,000 in 2023–24 financial year, balance of the \$12,000,000 Strategic Local Government Asset Assessment Project over a 3 year period. This funding has been recognised under AASB 15, with revenue recognised as performance obligations are met. As at 30 June 2024 \$4,612,052 (\$2,031,036 2022–23) revenue has been recognised and \$4,223,914 remains in Unearned Revenue (30 June 2023, \$4,835,967).

Material accounting policy – contributions

Grants, contributions, donations and gifts arise from transactions that are non-reciprocal in nature (i.e. do not require any goods or services to be provided in return).

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the Regulator to transfer goods or services to a third-party on the grantor's behalf, the grant is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred as unearned revenue (contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant or donation is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding. AASB 1058 provided for grants received for capital purposes can be deferred. In 2023–24 financial year, the Regulator continues to receive the specific purpose capital grant (Strategic Local Government Asset Assessment Project).

Contributions of assets received from the government and other parties are recognised at fair value on the date of transfer in the Balance Sheet, with a corresponding amount of revenue recognised in the Statement of Comprehensive Income, except where it forms part of the transition of services, in which case it is recognised in Equity.

Note 4 Fee income

	2024	2023
	\$000	\$000
National Heavy Vehicle Accreditation Scheme (NHVAS) fees	4,889	4,964
Work diaries	4,138	4,746
Access permit fees	6,211	5,549
Total fee income	15,238	15,259

Material accounting policy – fee income

Fee income is recognised when performance obligations are met i.e. services are completed and includes application fees associated with the National Heavy Vehicle Accreditation Scheme, national driver work diary fees and application fees for Access permits collected under the Heavy Vehicle National Law. Where payment has been received for services not yet completed or in progress as at reporting date they are recognised as unearned revenue until such time as the service is completed.

Note 5 Other income

	2024	2023
	\$000	\$000
Interest income ⁽¹⁾	6,525	4,288
Heavy Vehicle Inspection Services ⁽²⁾	23,002	17,992
Sundry revenue ⁽³⁾	6,812	7,734
Total other income	36,339	30,014

Disclosure – other income

⁽¹⁾ Interest income is received from short term cash deposits and operating cash held. The increase in 2023–24 reflects the improved interest rates and higher cash balance.

⁽²⁾ Heavy Vehicle Inspection Services is a source of funding received from Transport for NSW (TfNSW) and Queensland (TMR) under their respective MoUs. The NHVR performs the required annual heavy vehicle inspections on behalf of TfNSW and TMR, which is an additional service to the work the NHVR is required to perform under the HVNL. The increase in 2023–24 is due to a full year of service and CPI increase for TfNSW and the addition of TMR from 20 April 2024.

⁽³⁾ 2023–24 sundry revenue includes \$2m for the 50% penalty revenue and \$3.2 for the infringement revenue from Treasury NSW.

Material accounting policy – other income

Interest income

Interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Sundry Revenue

Sundry Revenue is primarily income received for services provided to industry and other government jurisdictions. It also includes penalty revenue and court fee reimbursements.

Note 6 Employee and related expenses

	2024	2023
	\$000	\$000
Wages and salaries	103,992	90,962
Employer superannuation contribution	11,539	9,760
Payroll tax	6,043	5,219
Other employee related expenses	2,688	1,944
Total employee and related expenses	124,262	107,885

The number of employees including both full time employees and part time employees measured on a full time equivalent basis are:

	No.	No.
Number of employees as at 30 June:	994	838

Disclosure – Employee and related expenses

Employee related expenses increased significantly due to the transition of QLD to the NHVR (See Note 27.123 staff in total, 92 transitioned from TMR plus 31 new recruits), a full year of NSW employees (prior year was from the transition date of 1 August 2022) and the recruitment of vacant roles. In addition average wage and oncost increased by 5.1% on the prior year.

Material accounting policies – employee and related expenses

Employer superannuation contributions, annual leave and long service leave are regarded as employee benefits.

Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not included in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages and salaries

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

Annual leave

A provision for unpaid annual leave is based on the number of working days owing to employees as at the end of the reporting period. The annual leave provision calculation uses the notional cash component of the total employment cost of employees that would be required to be paid if the liability was to be settled at balance date. This includes oncosts that are required to be paid in conjunction with annual leave. Oncosts comprising superannuation, payroll tax and worker's compensation are included in the calculation of the annual leave provision.

Rostered days off

Rostered days off (RDO) occurs when employees who work a particular work cycle are entitled to an additional day of paid time off. A provision is taken up for any RDOs owed to employees at the end of the reporting period.

Sick leave

Non-vested sick leave represents unused sick leave entitlements that are not paid out to an employee. Non-vested sick leave is not accrued, and is expensed as paid; payments are made only upon a valid claim for sick leave by an employee.

Long service leave

Long service leave entitlements are accumulated after the qualifying period of service until the leave is taken or paid out. After the qualifying period, long service leave continues to accrue. No legal entitlement to any payment for long service leave exists before completion of the qualifying period by an employee, other than pro-rata long service leave for departure between 7–10 years employment.

The provision for long service leave calculation takes into account the following factors:

1. Where an employee has between 7 and 10 years of service, a pro-rata entitlement is brought to account (a probability factor is applied to employees within each year of tenure under 7 years to derive the estimated number of employees that will complete the qualifying period. This factor is applied to amounts sourced from payroll system long service leave reports).
2. Where an employee has over 10 years of service, the absolute entitlement is brought to account.

Unconditional long service leave is disclosed as a current liability, even where the Regulator does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

Conditional long service leave is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current long service leave liability is measured at present value.

Superannuation

Employer superannuation contributions are recognised in the same period as the related employee remuneration cost is incurred.

The Regulator has some employees included in defined benefit plans. No liability is recognised for accruing superannuation benefits in these financial statements, the liability being held on a whole-of-government basis and reported in those financial statements, prepared pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting, as prepared by the Queensland Treasury. No call has been made by the superannuation fund.

Note 7 Service agreement payments

	2024	2023
	\$000	\$000
VIC Roads (VIC)	2,162	2,173
Transport for NSW (TfNSW) ⁽¹⁾	322	4,861
Transport and Main Roads (QLD) ⁽²⁾	9,839	19,089
Department for Planning, Transport and Infrastructure (SA)	906	904
Weight of Loads Group	1,020	917
Transport Certification Australia	2,055	1,628
Total service agreement payments	16,304	29,572

Material accounting policy – service agreement payments

In 2022–23 payments were provided to state and territory government agencies for the provision of certain regulatory services in accordance with service agreements. Services include compliance and enforcement, vehicle inspection standards, regulatory audits, access management and customer service.

⁽¹⁾ The significant reduction in service agreement payments to TfNSW reflects the transition of services from TfNSW to the NHVR on 1 August 2022.

⁽²⁾ The significant reduction in service agreement payments to TMR due to the return of \$5.3m unutilized proportion of 2021–22 service level agreement fees and the transition of TMR QLD to NHVR on 20 April 2024.

Note 8 Third party services

	2024	2023
	\$000	\$000
Contractor costs	24,836	26,857
IT systems support ⁽¹⁾	1,781	859
Managed services ⁽²⁾	966	511
Equipment purchases	2,427	1,879
Software subscriptions and licence fees ⁽³⁾	12,726	7,597
Telecommunication costs	1,916	1,546
Advisory services	999	1,057
Internal audit fees	315	176
External audit fees	48	62
Total third party services	46,014	40,544

Disclosure – third party services

⁽¹⁾ The increase in IT systems support relates to additional cloud services for the transition of NSW, QLD and increased NHVR operations.

⁽²⁾ Managed services increase is due to the outsourcing of property payments from 1st July 2023.

⁽³⁾ The higher 2024 costs is predominantly due to an increase in software provider services resulting from the transition of systems from QLD and NSW. In addition, \$2.8m previously reported as contractor costs has now been classified as software subscriptions.

Note 9 Depreciation and amortisation

	2024	2023
	\$000	\$000
Plant and equipment	1,116	955
Leasehold improvements	586	477
Motor vehicles	183	87
Computer hardware	431	323
Computer software (intangible asset)	3,283	3,613
Right-of-use assets – buildings	8,774	7,457
Right-of-use assets – motor vehicles	1,987	1,710
Total depreciation and amortisation ⁽¹⁾	16,360	14,622

⁽¹⁾ The increase in depreciation and amortisation reflects new leases entered into for regional offices and QLD transition.

Material accounting policy – refer to Notes 14 and 15.

Note 10 Building property and motor vehicle expenses

	2024	2023
	\$000	\$000
Property general expenses	2,767	3,227
Motor vehicle general expenses	2,097	1,039
Total Building property and motor vehicle expenses	4,864	4,266

Note 11 Other expenses

	2024	2023
	\$000	\$000
Grants to industry and state governments	3,455	4,080
Office related expenses	8,315	6,805
Repairs and maintenance	1,597	3,613
Licence fees	6,188	3,271
Marketing and communication related expenses	3,721	3,938
Insurance	1,199	913
Travel expenses ⁽¹⁾	6,133	4,247
Board fees	493	459
Other board related expenses	33	34
Total other expenses	31,134	27,360

⁽¹⁾ Significant increase relates to QLD transition in the later part of the year.

Note 12 Trade and other receivables

	2024	2023
	\$000	\$000
Trade receivables ⁽¹⁾	30,538	18,862
Less: provision for doubtful debts	-	-
GST – net receivable	1,671	1,695
Interest receivable	284	324
Other receivables ⁽²⁾	135	88
Total trade and other receivables	32,628	20,969

Material accounting policy – receivables

- ⁽¹⁾ Trade receivables are predominantly in relation to the amount due from the jurisdictions. The increase relates inspection fees owed for the June 2024 quarter. As at 30 June 2024, an impairment assessment of trade receivables was undertaken with no bad or doubtful debts identified.
- ⁽²⁾ Other receivables generally arise from transactions outside the usual operating activities of the Regulator and are recognised at their assessed values.

Note 13 Other current assets

	2024	2023
	\$000	\$000
Prepayments		
Annual licence fees	1,026	1,261
Insurance	90	553
Support and maintenance	252	166
Rent	566	357
Other	1,051	1,393
Wages	24	16
Software subscriptions	481	581
Total other current assets	3,490	4,327

Note 14 Plant and equipment

a) Classes of plant and equipment

	2024	2023
	\$000	\$000
Plant and equipment		
At cost	12,295	8,255
Less: accumulated depreciation	(3,370)	(2,476)
	8,925	5,779
Leasehold improvements		
At cost	5,948	4,517
Less: accumulated depreciation	(1,628)	(1,042)
	4,320	3,475
Motor vehicles		
At cost	639	629
Less: accumulated depreciation	(256)	(87)
	383	542
Computer hardware		
At cost	1,550	1,477
Less: accumulated depreciation	(863)	(432)
	687	1,045
Work in progress		
Acquisitions	5,102	429
Carrying amount at 30 June 2024⁽¹⁾	5,102	429
Total plant and equipment	19,417	11,270

- ⁽¹⁾ Work in progress reflects the progress across multiple states for capital improvements for plant, equipment and leasehold locations. These assets are not recognised until works are completed.

Material accounting policy – recognition

Items of plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Asset type	Threshold
Network assets	\$1
Plant and equipment	\$5,000
Computer hardware	\$5,000
Leasehold improvements	\$5,000
Motor vehicles	\$5,000

Items with a lesser value are expensed in the year of acquisition with the exception of network assets. Network assets are items that are homogenous in nature and are items that fall below the recognition threshold on an individual basis, yet when considered as a whole are material.

Network assets are typically purchased rather than constructed and have useful lives that are approximately the same as each other.

Material accounting policy

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use. However, any training costs are expensed as incurred.

Assets acquired at no cost or for nominal consideration are recognised at their fair value at date of acquisition in accordance with AASB 116 *Property, Plant and Equipment*.

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, then the asset's recoverable amount is estimated.

In assessing the fair value, an estimate of the amount that is expected to be obtainable from the sale of the asset in an arm's length transaction between knowledgeable and willing parties is calculated. The cash flows estimated using the value in use approach will be subject to a range of conditions that may well exist for a purchaser of the Regulator's business. Probabilities will be subject to a number of possible conditions to adjust the future cash flows to better reflect the expectations of a knowledgeable and willing purchaser.

An impairment loss is recognised if the carrying amount of an asset or its cash generating unit exceeds its recoverable amount.

Disclosure – depreciation

For each class of depreciable asset the following depreciation rates are used:

Asset type	Useful life (years)
Network assets	3–5
Plant and equipment	3–15
Computer hardware	3–6
Leasehold improvements	3–15
Motor vehicles	3

b) Reconciliation of movement in plant and equipment 2023–2024

	Plant and equipment	Leasehold Imp	Motor Vehicles	Computer hardware	Capital works in progress	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 July 2023	5,779	3,475	542	1,045	429	11,270
Acquisitions ⁽¹⁾	-	-	-	-	10,787	10,787
Disposals	(223)	-	(101)	-	-	(324)
Transfers between classes	4,503	1,431	107	73	(6,114)	-
Depreciation	(1,116)	(586)	(183)	(431)	-	(2,316)
Depreciation Class Transfers	(18)	-	18	-	-	-
Carrying amount at 30 June 2024	8,925	4,320	383	687	5,102	19,417

- ⁽¹⁾ The significant acquisition reflects the investment in equipment and office fit out across QLD, NSW and SA.

c) Reconciliation of movement in plant and equipment 2022-2023

	Plant and equipment	Leasehold Imp	Motor Vehicles	Computer hardware	Capital works in progress	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 July 2022	4,054	-	-	113	3,498	7,665
Acquisitions	1,974	1,160	629	1,255	429	5,447
Disposals	-	-	-	-	-	-
Transfers between classes	141	3,357	-	-	(3,498)	-
Depreciation	(955)	(477)	(87)	(323)	-	(1,842)
Depreciation Class Transfers	565	(565)	-	-	-	-
Carrying amount at 30 June 2023	5,779	3,475	542	1,045	429	11,270

Note 15 Intangible assets

a) Classes of intangible assets

	2024	2023
	\$000	\$000
Internally generated software (completed)		
At cost	35,442	35,442
Less: accumulated amortisation	(31,683)	(28,400)
Carrying amount at 30 June	3,759	7,042
Total intangible assets	3,759	7,042

b) Reconciliation of movement in intangible assets

Internally generated software (completed)		
Carrying amount at 1 July	7,042	10,655
Transfers from WIP	-	-
Amortisation	(3,283)	(3,613)
Carrying amount at 30 June	3,759	7,042

Material accounting policy – intangible assets and amortisation

Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated depreciation/ amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to the Regulator.

Intangible assets with a cost or other value greater than \$100,000 are recognised in the Financial Statements. Items with a lesser value are expensed. Each intangible asset is fully amortised over its estimated useful life to the Regulator and has a zero residual value.

All intangible assets of the Regulator have finite useful lives and are amortised on a straight line basis over an estimated useful life of between 2 to 5 years.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the intangible asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit or Loss in the expense category that is consistent with the function of the intangible assets.

An internally generated intangible asset software is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use;
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Note 16 Leases – right-of-use assets

	2024	2023
	\$000	\$000
Buildings		
Opening balance at 1 July	20,203	10,665
Additions and terminations ⁽¹⁾	31,946	16,995
Depreciation charge	(8,774)	(7,457)
Closing balance at 30 June	43,375	20,203
Motor vehicles		
Opening balance at 1 July	3,695	2,321
Additions and terminations ⁽¹⁾	5,732	3,084
Depreciation charge	(1,987)	(1,710)
Closing balance at 30 June	7,440	3,695
Total right-of-use assets	50,815	23,898
Lease liabilities		
Current		
Buildings	7,905	7,574
Motor vehicles	1,963	1,651
	9,868	9,225
Non-current		
Buildings	35,824	13,706
Motor vehicles	5,040	2,076
	40,864	15,782
Total lease liabilities	50,732	25,007

⁽¹⁾ The increases are due to the QLD transition, renewal of older leases, changes to lease locations and upgrade of the fleet.

Material accounting policy – leases

At inception of a contract, the Regulator assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised. However, all contracts that are classified as short-term leases (i.e. a lease with a remaining lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The Regulator's incremental borrowing rate is used when measuring the lease liability for the lease of buildings and motor vehicles as the interest rate implicit in the lease cannot be readily determined. The incremental borrowing rate used is the Queensland Treasury Corporation Bond Yield rate that corresponds to the lease's commencement date and lease term.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

If there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. Then a lease liability is remeasured, and an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date, as well as any initial direct costs and make good provision. Subsequently, they are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Regulator anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

Note 16 Leases – right-of-use assets (continued)

	2024	2023
	\$000	\$000
Provision for make good	1,821	306

Lease make good provision

A provision has been made for the present value of anticipated costs for future restoration of leased premises. The provision includes future cost estimates associated with closure of the premises. The calculation of this provision requires assumptions such as application of closure dates and cost estimates. The provision recognised for each site is periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs for sites are recognised in the statement of financial position by adjusting the asset and the provision. Reductions in the provision that exceed the carrying amount of the asset will be recognised in profit or loss.

Note 17 Trade and other payables

	2024	2023
	\$000	\$000
Trade payables	6,851	3,193
Other payables		
Accrued expenses ⁽¹⁾	6,718	11,920
Other payables	748	594
	7,466	12,514
Total trade and other payables	14,317	15,707

Disclosure – accrued expenses

⁽¹⁾ Decrease due to a one off amount owing to Transport for NSW relating to the transition MOU in 2022–23 of \$4.7million. Refer Note 27.

Material accounting policy – payables

Trade payables are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase / contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Note 18 Accrued employee benefits

	2024	2023
	\$000	\$000
Current		
Annual leave	11,581	9,916
Rostered days off	946	740
Time off in lieu	267	192
Long service leave	14,848	13,521
Accrued wages and superannuation	1,265	1,037
	28,907	25,406
Non-current		
Long service leave ⁽¹⁾	3,475	2,546
	3,475	2,546
Total accrued employee benefits ⁽²⁾	32,382	27,952

Disclosure – accrued employee benefits

⁽¹⁾ The amounts disclosed are discounted to present values using the relevant Australian Government Bond Rates at 30 June 2024, based on the accrued service years.

⁽²⁾ Increase in accrued benefits includes the recognition of \$2.7m for QLD TMR employees that transitioned to the NHVR (See Note 27).

Material accounting policy – refer to Note 6**Note 19 Other liabilities**

	2024	2023
	\$000	\$000
Unearned revenue	4,234	5,235
Total other liabilities	4,234	5,235

Reconciliation – unearned revenue

Reconciliation of the unearned revenue written down values at the beginning and end of the current and previous financial year are set out below:

Opening balance	5,235	7,731
Payments received in advance ⁽¹⁾	4,000	4,000
Transfer to revenue – included in the opening balance ⁽²⁾	(4,612)	(6,483)
Transfer to revenue – other balances	(389)	(13)
Closing balance	4,234	5,235

Disclosure – unearned revenue

⁽¹⁾ 2024 only includes the Strategic Local Government Asset Assessment Project of \$4,000,000 for it's third and last year.

⁽²⁾ 2023 included a transfer of \$4,452,000 to revenue of funds received from TMR.

Material accounting policy – refer to Note 3**Note 20 Reconciliation of operating surplus to net cash from operating activities**

	2024	2023
	\$000	\$000
Operating surplus	5,017	10,200
Adjusted for		
Depreciation and amortisation	16,360	14,622
	16,360	14,622
Change in assets and liabilities		
Change in trade receivables – interest	40	(208)
Change in trade receivables – net GST receivable	24	640
Change in other receivables	(11,723)	4,168
Change in other assets	837	77
Total change in assets	(10,822)	4,677
Change in trade and other payables	(1,390)	1,524
Change in accrued employee benefits	4,430	15,366
Change in unearned revenue	(1,001)	(2,496)
Total change in liabilities	2,039	14,394
Net cash inflows / (outflows) from operating activities	12,594	43,893

Note 21 Changes in liabilities arising from financing activities

	Borrowings	Lease Liability	Other	Total
	\$000	\$000	\$000	\$000
Balance as at 1 July 2022	-	14,132	-	14,132
Net cash from / (used) in finance activities	-	(9,204)	-	(9,204)
Acquisitions and terminations	-	20,079	-	20,079
Other non-cash changes	-	-	-	-
Balance as at 30 June 2023	-	25,007	-	25,007
Net cash from / (used) in finance activities	-	(10,438)	-	(10,438)
Acquisitions and terminations	-	37,678	-	37,678
Other non-cash changes	-	(1,515)	-	(1,515)
Balance as at 30 June 2024	-	50,732	-	50,732

Note 22 Key management personnel and remuneration expenses

a) Board members

	Short term employee expenses Monetary	Short term employee expenses Non-monetary	Long term employee expenses	Post employment expenses	Termination benefits	Total expenses
	\$	\$	\$	\$	\$	\$
1 July 2023 – 30 June 2024	442,420	-	-	51,012	-	493,432
1 July 2022 – 30 June 2023	423,731	-	-	46,770	-	470,500

Disclosure – remuneration expenses

The Board comprises 5 members including the Chair. The increase in 2024 costs reflect the annual fee increase for Board members plus one Board position being partially vacant in 2023.

b) Key executive management personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the Regulator during 2023–24.

Position	Responsibilities	2023–2024 Contract Classification	Date Appointed	End Date
Chief Executive Officer	Accountable to the Board of Directors for the overall management and operation of the Regulator.	Common law contract	19/05/2014	
Chief Corporate Officer	Manages finance, human resources, procurement and facilities, legal services and corporate governance.	Common law contract	24/01/2022	
Chief Data and Technology Officer	Manages technology strategy, architecture, operations, cyber security, and data science.	Common law contract	24/01/2022	
Chief Operations Officer	Manages the effectiveness of the operational processes and transactions for customers and service users of the Regulator. Accountable for the operational safety and compliance functions across the Regulator.	Common law contract	04/03/2019	
Chief Regulatory Policy and Standard Officer	Manages the development of industry and organisational safety standards (and associated assurance functions), organisational strategy, policy development and research and freight transport productivity initiatives.	Common law contract	18/01/2023	
Executive Director Statutory Compliance	Manages statutory compliance and enforcement activities through investigation and prosecution of significant non-compliance and providing intelligence services.	Common law contract	02/01/2013	
Executive Director Corporate Affairs	Manages intergovernmental relations and communications.	Common law contract	24/01/2022	
NST Program Executive	Manages services transition projects.	Common law contract	27/06/2016	

c) Remuneration expenses

Remuneration expenses for key executive management personnel comprise the following components:

Short term employee expenses which include:

- salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied the specific position
- performance payments recognised as an expense during the year
- non-monetary benefits – consisting of fringe benefit tax applicable to the benefit.

Long term employee expenses include amounts expensed in respect of long service leave entitlement earned.

Post employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination. This includes the value of redundancy payments.

Total expenses includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

	Short term employee expenses Monetary	Short term employee expenses Non-monetary	Long term employee expenses	Post employment expenses	Termination benefits	Total expenses
	\$	\$	\$	\$	\$	\$
1 July 2023 – 30 June 2024	2,634,830	19,563	545,374	215,111	-	3,414,878
1 July 2022 – 30 June 2023	2,946,068	22,535	526,782	231,217	-	3,726,602

Disclosure – remuneration expenses

Remuneration of key executive management personnel decreased by 8% because the prior year included roles removed as part of a restructure.

d) Performance payments

No key management personnel remuneration packages provided performance or bonus payments.

Note 23 Commitments for expenditure

Support and maintenance expenditure commitments

The Regulator's ICT contracted systems support and maintenance commitments as at reporting date are as follows:

	2024	2023
	\$000	\$000
Not later than one year	1,687	3,649
Later than one year and not later than 5 years	372	834
Total	2,059	4,483

In 2021 the contract for systems support and maintenance was won by a new supplier, and a contract agreed for 3 years to August 2024.

Note 24 Contingencies

Financial guarantees

Financial guarantees are in place with respect of the lease for office accommodation. The Regulator has a facility of \$3,000,000 with the Commonwealth Bank of Australia Ltd of which the following guarantees (\$2,261,322) have been issued:

- National Mutual Life Nominees PTY LTD (lease for Level 3 and part of 4, 76A Skyring Terrace, Newstead QLD, 4006) - \$799,684
- National Mutual Life Nominees PTY LTD (lease for Level 1 and 2, 76A Skyring Terrace, Newstead QLD, 4006) - \$333,310
- National Mutual Life Nominees PTY LTD (lease for Part Level 4, 76A Skyring Terrace, Newstead QLD, 4006) - \$299,582
- Perpetual Trustee Company LTD (lease for Part 2, 187 Todd Road, Port Melbourne, VIC, 3207) - \$155,585
- GPT RE LTD (lease of Level 11, 32 Smith Street, Parramatta, NSW) - \$634,881
- Keane Super ATF The Keane Superannuation Fund (lease of 7 Tait Street, Torrington, QLD, 4350) - \$38,280

Guarantees are not recognised in the Statement of Financial Position as the probability of default is remote. Financial guarantee contracts are measured in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Note 25 Events occurring after balance date

The Board of the Regulator is not aware of any events subsequent to 30 June 2024 that could materially affect the financial statements as presented.

Note 26 Financial instruments

Material accounting policies – Financial instruments

Recognition and derecognition

Financial assets and liabilities are recognised in the Statement of Financial Position when the Regulator becomes party to the contractual provisions of the financial instrument. Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with AASB 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- amortised cost
- fair value through profit or loss (FVTPL)
- fair value through other comprehensive income (FVOCI).

In the periods presented the Regulator does not have any financial assets categorised as FVOCI or FVTPL.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Regulator's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Impairment of financial assets

AASB 9 replaced the 'incurred loss' model in AASB 139 with an 'expected credit loss' (ECL) model. This impairment model applies to the Regulator in relation to financial assets classified at amortised cost, being the trade receivables. Based on the Regulator's assessment of historical provision rates, there is no material financial impact on the impairment provisions on adoption of this standard and no adjustment to retained earnings is required. For the current period, the Regulator has elected to measure loss allowances on trade receivables using a life-time expected loss model which is measured based on historical credit loss experience.

Classification and measurement of financial liabilities

The Regulator's financial liabilities include borrowings, trade and other payables. Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, then subsequently held at amortised cost.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method, except for financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss. All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash and cash equivalents include cash on hand, cash and cheques receipted but not banked at year end, and deposits held at call with financial institutions.

(a) Categorisation of financial instruments

The Regulator has the following categories of financial assets and financial liabilities:

Note	2024	2023
Category	\$000	\$000
Financial assets		
Cash and cash equivalents	127,344	133,845
Trade and other receivables	12 32,628	20,969
Total	159,972	154,814
Financial liabilities		
Lease Liabilities – Buildings	16 43,729	21,280
Lease Liabilities – Motor Vehicles	16 7,003	3,727
Trade and other payables	17 14,317	15,707
Total	65,049	40,714

(b) Credit risk exposure

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment. No collateral is held as security relating to the financial assets held by the Authority.

The following table represents the Regulator's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk		
Category		
Cash and cash equivalents	127,344	133,845
Trade receivables	12 30,538	18,862
Total	157,882	152,707

Disclosure – credit risk exposure

No collateral is held as security and no credit enhancements relate to financial assets held by the Regulator.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amount as indicated.

(c) Liquidity risk

The Regulator is exposed to liquidity risk in respect of its payables from the participating state and territory Governments.

The following table sets out the liquidity risk of the financial liabilities held by the Regulator. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal and interest amounts at balance date.

Financial liabilities	2024 payable in			Total
	<1 year	1-5 Years	>5 Years	
	\$000	\$000	\$000	\$000
Lease liabilities – buildings	9,642	24,188	20,208	54,038
Lease liabilities – motor vehicles	2,134	3,407	-	5,541
Trade and other payables	13,569	-	-	13,569
Total	25,345	27,595	20,208	73,148
Financial liabilities	2023 payable in			Total
	<1 year	1-5 Years	>5 Years	
	\$000	\$000	\$000	\$000
Lease liabilities – buildings	8,068	13,865	463	22,396
Lease liabilities – motor vehicles	1,715	2,145	-	3,860
Trade and other payables	15,113	-	-	15,113
Total	24,896	16,010	463	41,369

(d) Market risk

The Regulator does not trade in foreign currency and is not exposed to commodity price ranges. The Regulator is only exposed to interest rate risk through cash deposited in interest bearing accounts.

(e) Interest rates sensitivity analysis

Financial instrument	Carrying amount	2024 interest rate risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	127,344	3,744	129,019	6,290	135,240
Potential impact		(1,273)	(1,273)	1,273	1,273

Financial instrument	Carrying amount	2023 interest rate risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	133,845	8,862	123,937	11,538	128,482
Potential impact		(1,338)	(1,338)	1,338	1,338

Disclosure – Interest rates

Interest rate exposure only relates to interest earning on cash balances. An interest rate risk of 1% has been adopted as this represents the most probable move in the Reserve Bank rate over the next 12 months.

(f) Cash balance breakdown by use:

	2024	2023
	\$000	\$000
Cash reserves (policy mandated)	27,033	33,805
Allocated unspent capital	9,196	9,750
Quarantined unspent funding	22,119	23,195
Allocated unspent projects	31,956	36,752
Unallocated funds	37,040	30,343
Total	127,344	133,845

Note 27 Transition of state jurisdictions for NSW and QLD

The transitions have been treated as a restructure of administrative arrangements under AASB 1004 Contributions, with all transitioned assets and liabilities recognised at transition dates at fair value in accordance with NHVR's accounting policies. The net difference has been taken to equity as a Transition Reserve. A summary of the transitioned assets, liabilities and equity is as follows:

On the 20th April 2024, activities conducted by Transport & Main Roads QLD (TMR) under the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Inspection Scheme (HVIS) regulatory services were transferred to the NHVR in accordance with the Transition Agreement and subsequent Memorandum of Understanding (MoU).

On the 1st of August 2022, activities conducted by Transport for NSW (TfNSW) under the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Inspection Scheme (HVIS) regulatory services were transferred to the NHVR in accordance with the Transition Agreement and subsequent Memorandum of Understanding (MoU).

	2024	2023
	QLD	NSW
	\$000	\$000
Assets		
Right of use assets	-	16,109
Cash at bank	-	13,748
Accounts receivable	3,961	-
Property, plant and equipment	567	1,869
Liabilities		
Lease liabilities	-	(16,109)
Employee accrued entitlements	(2,722)	(13,748)
Equity		
Transition reserve	(1,806)	(1,869)

The income and expenses attributable to the transferred activities for the reporting period from transition dates to 30 June are as follows:

	20/4/24 to 30/6/24	1/8/22 to 30/6/23
Income from continuing operations		
Regulatory income		
Fee income	2,123	17,992
Total income from continuing operations	2,123	17,992
Expenses from continuing operations		
Employee and related expenses	4,108	44,130
Service agreement payments	(3,932)	(50,066)
Third party services	16	2,466
Building property and motor vehicle expenses	375	6,762
Depreciation and amortisation	101	8,546
Other expenses	367	5,283
Total expenses from continuing operations	1,035	17,121
Operating surplus from continuing operations	1,088	871
Total surplus for the period	1,088	871
Total comprehensive income	1,088	871

The net increase in operational expenses has been offset by a reduction in Service Agreement payments made to TMR QLD & TfNSW (see also Note 7).



**Certificate of National Heavy Vehicle Regulator
for the period 1 July 2023 to 30 June 2024**

These general purpose financial statements have been prepared pursuant to section 693 of the *Heavy Vehicle National Law Act 2012* (the Act) and other prescribed requirements. In accordance with section 693 of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of National Heavy Vehicle Regulator for the period 1 July 2023 to 30 June 2024 and of the financial position of the Regulator at the end of that period.

11 September 2024

A handwritten signature in black ink, appearing to read "Duncan Gay".

The Hon Duncan Gay
BOARD CHAIRPERSON

A handwritten signature in black ink, appearing to read "Sal Petrocchio".

Sal Petrocchio
CHIEF EXECUTIVE OFFICER

Independent Auditor's Report to the Members of National Heavy Vehicle Regulator

Report on the Financial Report

Opinion

We have audited the accompanying financial report of National Heavy Vehicle Regulator (the Regulator), which comprises the statement of financial position as at 30 June 2024, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of material accounting policies and other explanatory information, and the certificate of National Heavy Vehicle Regulator.

In our opinion the financial report of National Heavy Vehicle Regulator is in accordance with the *Heavy Vehicle National Law Act 2012*, including:

- a) Giving a true and fair view of the Regulator's financial position as at 30 June 2024 and of its performance for the year ended on that date; and
- b) Complying with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Regulator in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Other Information

Other information is financial and non-financial information in the annual report of the Regulator which is provided in addition to the Financial Report and the Auditor's Report. The Board are responsible for Other Information in the annual report.

The Other Information is expected to be made available to us after the date of the Auditor's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, the auditor does not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Other Matter – Electronic presentation of the Audited Financial Report

It is our understanding that National Heavy Vehicle Regulator intends to publish a hard copy of the audited financial report and audit report for members, and to electronically present the audited financial report and audit report on its website. When information is presented electronically on a web site, the security, and controls over information on the web site should be addressed by National Heavy Vehicle Regulator to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial information on the Regulator's web site is beyond the scope of the audit of the financial report. Responsibility for the electronic presentation of the financial report on the Regulator's web site is that of the governing body of National Heavy Vehicle Regulator.

Boards' Responsibilities for the Financial Report

The Board members of the regulator are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Heavy Vehicle National Law Act 2012* and for such internal control as the Board members determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board members are responsible for assessing the Regulator's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board members either intend to liquidate the Regulator or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individual or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at www.auasb.gov.au. This description forms part of our auditor's report.


PKF BRISBANE AUDIT



Liam Murphy
Partner

11 SEPTEMBER 2024
Brisbane

APPENDICES AND REFERENCES



Jane and Johnny from NHVR Prosecutions Adelaide.

APPENDIX A: HVNL REPORTING REQUIREMENTS

Under s 693 of the HVNL, the NHVR must provide responsible Ministers with an annual report within 3 months of the end of each financial year. The report must include the following matters:

HVNL reporting requirements	Reference	Pages
The financial statements that have been audited by an auditor decided by the responsible Ministers	s 693(2)(a)(i)	53-65
A statement of actual performance measured against the National Performance Measures (Standards and Indicators) outlined in the current corporate plan	s 693(2)(a)(ii)	14, 15, 23, 28, 30, 34
A statement of exceptions where the National Performance Measures (Standards and Indicators) were not achieved, including a statement of issues that impacted on the achievement of the measures	s 693(2)(a)(iii)	15, 17, 24, 28, 31, 34, 38
A statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators)	s 693(2)(a)(iv)	14, 15, 23, 28, 30, 34
A statement of the outcome of consultation strategies and activities, including a summary of industry comments ¹	s 693(2)(a)(v)	7-9, 15-22, 23-27, 28-29, 30-33, 34-38, 39-42
A statement of the achievements attained in implementing, and the challenges encountered in implementing, the Regulator's objectives stated in the current corporate plan	s 693(2)(a)(vi)	4-52
A statement of the achievements attained in the exercise of the Regulator's functions	s 693(2)(a)(vii)	4-52
A statement of arrangements in place to secure collaboration with state and territory agencies and the effectiveness of those arrangements	s 693(2)(a)(viii)	7-9, 15-22, 23-24, 26-27, 28-29, 30-33, 34-35, 39-43, 48
Statement indicating the nature of any reports requested by the responsible Ministers under s 694	s 693(2)(a)(ix)	48
Other matters required by the national regulations	s 693(2)(a)(x)	n/a

¹ Comments have been placed within the Performance section of this report where relevant to the achievements reported.

APPENDIX B: OPERATIONAL AND ORGANISATIONAL STATISTICS 2023-24

Access operations

Table 1 Access permit applications and turnaround times

	2023-24	2022-23	2021-22	2020-21	2019-20
Applications received					
Applications total	172,036	151,380	143,950	117,886	78,622
Single applications from customers	86,535	81,444	77,319	69,891	48,688
Generated applications for multi-route renewals	86,325	69,936	66,631	47,995	29,934
Application assessment					
Total applications completed	260,461	167,036	156,786	117,144	78,166
Single applications from customers	126,171	88,582	83,932	69,165	48,304
Generated applications for multi-route renewals	134,290	78,454	72,854	47,979	29,862
Applications refused	4,277	3,559	3,489	4,389	3,806
Applications delegated	47	5	7	0	653
NHVR processing time – average days	1.42	1.37	2.11	2.48	3.86
Overall end-to-end time – average days	11.50	11.72	12.87	13.86	16.83
Road manager consents					
Received within 28 days					
Local government – consents	145,138	126,069	116,602	96,275	66,214
Local government – average days turnaround	5.95	4.98	4.81	4.87	4.96
State – consents	83,398	74,869	71,036	62,635	42,941
State – average days turnaround	5.95	6.17	6.40	6.57	5.19
Received after 28 days					
Local government – consents	4,091	3,477	3,176	3,225	3,705
Local government – average days turnaround	59.21	53.03	55.04	54.81	83.65
State – consents	5,502	4,592	4,797	3,470	2,584
State – average days turnaround	50.93	61.90	51.87	46.74	59.67

Table 2 Total pre-approvals by participating road managers as at 30 June²

	2023-24		2022-23		2021-22		2020-21		2019-20	
State/territory	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers
ACT	3	1	3	1	13	1	14	1	13	1
NSW	636	97	679	47	919	110	1,113	122	783	112
QLD	470	59	431	54	549	65	622	67	537	67
SA	219	41	215	44	267	46	361	50	303	49
TAS	42	23	47	21	85	21	102	23	120	28
VIC	489	75	482	71	660	85	750	84	596	85
Total	1,859	296	1,857	238	2,493	328	2,962	347	2,352	342



² Pending gazette requests include mapping requests waiting to be finalised by jurisdictions, gazettal requests for vehicles for which there is not currently a notice and consents for notices that are currently under consultation but not yet released.



Table 3 Total accredited operators, accredited operators by module and nominated vehicles

	2023-24	2022-23	2021-22	2020-21	2019-20
Number of accredited operators					
Accredited operators	8,756	8,496	8,198	8,005	7,611
Accredited operators by module					
Mass	7,694	7,407	7,107	6,860	6,422
Maintenance	3,808	3,745	3,633	3,653	3,454
Basic Fatigue Management	3,078	2,933	2,726	2,604	2,453
Advanced Fatigue Management	95	86	89	-	64
Nominated vehicles					
Mass	53,780	50,333	48,151	46,146	43,475
Maintenance	138,152	131,128	126,725	121,752	116,764

Table 4 Total accredited operators, accredited operators by module and nominated vehicles by state/territory

	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Total
Number of accredited operators									
Accredited operators	22	2,681	15	1,754	1,496	217	2,522	49	8,756
Accredited operators by module									
Mass	19	2,328	4	1,287	1,419	216	2,398	23	7,694
Maintenance	12	1,530	14	1,145	694	13	373	27	3,808
Basic Fatigue Management	11	1,165	8	686	405	45	718	40	3,078
Advanced Fatigue Management	-	21	-	47	18	0	9	-	95
Nominated vehicles									
Mass	141	16,791	34	13,501	6,286	1,827	15,066	134	53,780
Maintenance	418	46,822	650	56,796	16,188	642	15,661	975	138,152

PBS

Table 5 PBS vehicle design and approval applications

	2023-24		2022-23		2021-22		2020-21		2019-20	
	Received	Approved	Received	Approved	Received	Approved	Received	Approved	Received	Approved
Vehicle design applications ³	803	794	714	679	718	716	667	635	525	530
Vehicle approval applications	4,389	4,299	3,552	3,559	2,857	2,924	2,259	2,037	1,812	1,787

Table 6 PBS vehicle design applications by vehicle type

Vehicle type	2023-24	2022-23	2021-22	2020-21	2019-20
A-double	280	284	219	111	149
B-double	97	85	95	48	69
Bus	2	1	6	0	2
Other	75	11	23	9	18
Prime mover and semitrailer	114	102	122	71	87
Road train	99	71	30	19	14
Truck and dog	127	125	175	311	131
Total	794	679	670	569	470

Table 7 Vehicles certified under the PBS framework

	2023-24	2022-23	2021-22	2020-21	2019-20
Individual units	24,203	18,205	12,932	11,375	9,102
Vehicle combinations	3,928	3,220	2,016	1,859	1,681

³ Total number of new applications, amendments and variations

Vehicle Standards

Table 8 Vehicle Standards applications and permits issued

	2023-24			2022-23			2021-22			2020-21			2019-20		
	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued
Vehicle Standards exemption (permit)	121	119	67	95	73	39	121	136	34	188	195	46	206	254	100
In-principle support	464	441	235	333	327	111	315	333	140	358	328	170	214	243	127
Modifications	33	33	27	30	30	22	18	19	8	23	21	11	17	21	12

Notices

Table 9 Notices of exemption or authorisation made under the HVNL

	2023-24	2022-23	2021-22	2020-21	2019-20
Access	76	39	32	30	28
Vehicle Standards	4	3	5	7	8
Fatigue	1	10	6	1	8

Customer experience

Table 10 Contact Centre activity

Task	2023-24	2022-23	2021-22	2020-21	2019-20
Call volumes ⁴	63,416	60,676	52,513	59,322	59,689
Average call duration – minutes:seconds	6:24	7:07	7:03	6:05	6:21

Our people

Table 11 Workforce profile as at 30 June 2024,⁵

	ELT	Senior managers ⁶	Employed under an enterprise agreement (EA)	Contractor/agency	Total
Permanent employees	0	70	902	0	972
Temporary employees ⁷	8	22	0	0	30
Contractor/agency	0	0	0	58	58
Total	8	92	902	58	1,060

Table 12 Employees by classification and gender as at 30 June 2024

	Female	Male	Other/chose not to advise	Total
Executive	2	6	0	8
Senior managers ⁸	8 (22)	14 (48)	0	92
EA employees	251	648	3	902
Total	283	716	3	1,002

Table 13 NHVR WHS performance

	2023-24	2022-23	2021-22	2020-21	2019-20
Lost time injuries	6	3	1	3	3
Medical treatment injuries ⁹	12	3	1	2	1
Near misses	90	48	12	21	24
Journey to/from work ¹⁰	8	6	6	13	9
Workers' compensation claims lodged	12	6	7	13	4

Industry engagement and communication

Table 14 Industry engagement and communication activities

	2023-24	2022-23	2021-22	2020-21	2019-20
Social media reach ¹¹	44,674,610	46,198,964	24,746,021	11,676,138	6,740,982
Website hits	2,612,680	2,274,848	2,313,145	2,258,355	1,932,807
Media releases	60	55	33	58	51
Industry updates (e-newsletter)	17	23	25	28	30
Local government updates (e-newsletter)	9	4	3	2	2
Stakeholder forums ¹²	28	24	3	9	9
Keynote speeches and presentations	30	41	10	7	33

⁴ Number of calls received by the external call centre and in-house NHVR Contact Centre.

⁵ Head count not full-time equivalent.

⁶ Senior Manager includes Managers and Directors.

⁷ Executive and Senior Leadership – these employees are engaged on fixed term arrangements between 3-5 years.

⁸ Senior Manager includes – Manager and Director in this number with the brackets indicating the Directors.

⁹ An injury that was not an LTI but for which first aid and/or medical treatment was administered.

¹⁰ An injury experienced travelling between home and the workplace, to or from work-related training or for other work-related reasons.

¹¹ Impressions on Facebook, Instagram, LinkedIn and Twitter.

¹² Includes RWG, Technical Working Group and Heavy Vehicle Industry Forum meetings.

APPENDIX C: KEY REGULATORY ACTIVITIES INCLUDING COMPLIANCE COSTS

The Productivity Commission's final report on National Transport Regulatory Reform was handed to the Australian Government on 7 April 2020 and publicly released on 1 October 2020.

In the report, the Commission found that "a time series of consistent and detailed administrative cost information on the regulation of heavy vehicles, rail and domestic commercial vessels is not available."

It recommended that "The National Heavy Vehicle Regulator, the Office of the National Rail Safety Regulator and the Australian Maritime Safety Authority should monitor compliance costs and report on these costs, disaggregated by key regulatory activity, commencing in 2021."

While the Australian Government is yet to comment on the Commission's recommendations, we agree with this recommendation and have included these costs below.

We have defined compliance costs as being those costs incurred by the NHVR in undertaking its regulatory services, and includes those associated with:

- information, technology and systems;
- data storage and analysis;
- equipment, depreciation and maintenance;
- rent and leases;
- travel and accommodation;
- legal expenses;
- taxes;
- human resources;
- people safety;
- finance administration; and
- communications.

The below table reflects our continued investment in developing our information systems and data analytics capability to ensure we are a data-driven, intelligence-led regulator.

NHVR key regulatory activity	Compliance costs \$	Direct costs \$	Total costs \$
On-road compliance	45,021,279	62,431,164	107,452,443
Compliance investigations	2,616,467	4,836,059	7,452,526
Prosecutions	3,969,812	7,223,963	11,193,775
Intelligence	1,288,354	2,015,425	3,303,778
Distribution of consumables (written work diary sales)	-	2,741,300	2,741,300
Issue access permits	3,243,920	5,089,513	8,333,433
Strategic and operational policy support	2,080,915	7,615,289	9,696,204
National Heavy Vehicle Accreditation Scheme	1,441,742	2,411,008	3,852,751
Performance Based Standards	1,762,129	3,118,698	4,880,827
Vehicle standards	800,968	1,697,996	2,498,964
Regulatory compliance	3,316,007	6,394,900	9,710,907
Fatigue management	-	112,432	112,432
Customer service	2,042,468	3,050,658	5,093,126
Regulator specific education activities	2,774,553	6,147,392	8,921,944
	70,358,614	114,885,796	185,244,410
Service agreements	-	16,290,801	16,290,801
Project-based work	5,046,098	33,263,214	38,309,311
	5,046,098	49,554,014	54,600,112
Total	75,404,712	164,439,811	239,844,522

SCO Craig checking drivers work diary at Broadfield, Victoria.



GLOSSARY

Advanced Fatigue Management (AFM)	A module of the NHVAS enabling operators to propose their own hours (rather than using prescribed work and rest hours), provided the fatigue risks of those hours are offset by sleep, rest and other management practices in a compliant fatigue risk management system.	<i>Heavy Vehicle National Law Act 2012 (Qld)</i>	The law under which the NHVR was established. Consists of the <i>Heavy Vehicle National Law</i> and 5 sets of regulations.
Aggregate Trailer Mass (ATM)	Of a heavy trailer, means the total maximum mass of the trailer, as stated by the manufacturer together with its load and the mass imposed on the towing vehicle by the trailer when the towing vehicle and trailer are on a horizontal surface.	<i>Heavy Vehicle Productivity Plan 2020–2025</i>	Outlines how the NHVR intends to facilitate safe, efficient and productive heavy vehicle movements.
App/ Application	A set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.	Heavy Vehicle Safety Initiative (HVSII)	A grants program, administered by the NHVR on behalf of the Australian Government, that supports implementable, value-for-money projects delivering tangible improvements to heavy vehicle safety.
Authorised Officer	A police officer declared by a law of a participating jurisdiction to be an authorised officer for the purposes of this HVNL or a person who holds office under the HVNL as an authorised officer.	<i>Heavy Vehicle Safety Strategy 2021–2025 (HVSS)</i>	Describes how the NHVR will create positive change in individual behaviour and industry safety culture, and drive the uptake of a modern, safer heavy vehicle fleet.
Automatic Number Plate Recognition (ANPR) cameras	Cameras that automatically detect the number plates of passing heavy vehicles.	Impressions	Measures the amount of time a social media page's content is displayed.
Chain of Responsibility (CoR)	The CoR refers to ten defined roles within the road transport supply chain that influence and affect the safety of heavy vehicles on the road. Each party that performs those roles has a primary duty to do what is reasonably practicable to ensure that their actions and practices contribute to on-road safety.	Improvement notice	Issued by an authorised officer under s.572 of the HVNL, an improvement notice directs a person to take action within a stated period to stop a contravention of the HVNL from continuing or occurring again or to remedy the matters or activities giving rise to the contravention.
Contact Centre	Takes inbound calls on 13 NHVR (13 64 87) from NHVR customers, responds to emails sent to info@nhvr.gov.au and progresses complex enquiries to subject matter experts within the NHVR, as required.	<i>Information Privacy Act 2009 (Qld)</i> (IP Act)	Provides for the fair collection and handling in the public sector environment of personal information, and a right of access to, and amendment of, personal information in the NHVR's possession or under the NHVR's control unless, on balance, it is contrary to the public interest.
Corporate Plan	Under the HVNL, the NHVR must annually prepare a corporate plan for responsible Ministers' approval, which outlines the NHVR's objectives, National Performance Measures (including Standards and Indicators), challenges, risks and budget for each 3-year period.	Infrastructure and Transport Ministers' Meeting (ITMM)	The ITMM brings together Commonwealth, state, territory and New Zealand ministers with responsibility for transport and infrastructure, as well as the Australian Local Government Association. It provides a forum for intergovernmental collaboration, decision-making and progressing priorities of national importance.
Electronic Work Diary (EWD)	An electronic device or system approved by the NHVR to monitor and record the work and rest times of a driver of a fatigue-related heavy vehicle as an alternative to the paper-based National Driver Work Diary.	In-principle support	To gain approval to import or supply a heavy vehicle that does not meet the heavy vehicle standards, the potential importer must seek in-principle support from the NHVR that indicates the vehicle will be granted some level of access to roads in Australia.
Enforceable undertaking (EU)	An EU is a voluntary statutory agreement that can be used as an alternative to prosecution, where the alleged offender can demonstrate their ability to undertake organisational reform and implement effective safety measures for transport activities.	Intelligent Access Program	A technical, functional and regulatory national framework to manage heavy vehicle access through the use of telematics. Telematics is a method of monitoring vehicles by using GPS technology and on-board diagnostics to plot a vehicle's movements.
Engagement, social media	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post.	Light vehicle	A vehicle that is not a heavy vehicle.
Fatigue management	Unless participating in the NHVAS AFM module, heavy vehicle drivers of fatigue-regulated heavy vehicles are not allowed to drive or work more than the maximum work hours or rest less than the minimum rest hours in a certain period set out by law.	Lost Time Injury	A work-related injury or disease resulting in time lost from work of at least one day or shift, a permanent disability or a fatality.
Fatigue-regulated vehicle	A fatigue-regulated heavy vehicle is a vehicle or combination with a gross vehicle mass (GVM) of more than 12 tonnes or a bus of more than 4.5 tonnes fitted to carry more than 12 adults.	Lost Time Injury Frequency Rate	The total number of LTIs and fatalities in the defined period divided by the number of hours worked in the period, multiplied by one million. In this report, contractor hours worked are excluded.
Gazetted network	A collection of roads where a RAV can operate when complying with all the relevant conditions of a notice.	Medical Treatment Injury	An injury that was not an LTI, but for which first aid and/or medical treatment was administered.
Gross vehicle mass (GVM)	The maximum loaded mass of the vehicle as stated by the manufacturer, unless the NHVR has specified the vehicle's maximum loaded mass.	National Driver Work Diary	A paper-based work diary published by the NHVR. Also known as a logbook, it must be kept by the driver of a fatigue-related heavy vehicle, and is written evidence that a driver's work and rest hours are compliant with the HVNL, and that driving fatigue is being managed.
Heavy vehicle	Defined in the HVNL as a vehicle that has a gross vehicle mass (GVM) or aggregate trailer mass (ATM) of over 4.5 tonnes, with the GVM of a vehicle being the maximum it can weigh when fully loaded, as specified by the manufacturer.	National Heavy Vehicle Accreditation Scheme (NHVAS)	The NHVAS is a voluntary scheme offering accreditation in 4 different modules – Mass Management, Maintenance Management, Basic Fatigue Management and Advanced Fatigue Management – for operators who have robust and auditable management systems in place.
Heavy Vehicle Confidential Reporting Line (HVCRL)	The NHVR's secure, national, confidential telephone service for participants in the heavy vehicle industry and supply chain to report operational safety issues relating to heavy vehicle transport activities.	National Heavy Vehicle Regulator (NHVR)	Australia's dedicated, statutory regulator for all heavy vehicles. Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.
<i>Heavy Vehicle National Law (HVNL)</i>	The schedule to the <i>Heavy Vehicle National Law Act 2012</i> (Qld).	<i>National Road Safety Strategy 2021–2030</i>	Developed by the Australian Government Office of Road Safety in collaboration with a wide range of stakeholders (including the NHVR), the strategy sets out Australia's road safety objectives over the next decade.

National Safety Camera Network (NSCN)	Captures data from across the country, combining data from 231 ANPR camera sites covering more than 5,800 kilometres across 5 Australian states and territories with an average of more than 5.1 million sightings per month.
National Services Transition (NST) Program	A program to transfer regulatory roles and services from HVNL-participating states and territories to the NHVR.
National Spatial Program	Aims to deliver a nationally consistent route-planning platform for the heavy vehicle industry using consistently sourced data.
National Transport Commission (NTC)	Jointly funded by Commonwealth, state and territory governments, the NTC develops and proposes nationally consistent land transport reforms, and reviews, maintains and amends national and model laws, and other instruments (i.e. codes and guidelines).
NHVR Portal	A digital platform through which customers can access a broad range of regulatory services.
Non-government road manager	A port, airport, toll operator, railway, forestry, utility or other third-party road owner.
Notice, road access	Notices enable certain categories of heavy vehicle to access specific routes according to a set of conditions without needing to apply for a permit. Notices are published in the Commonwealth of Australia Gazette.
Notice, vehicle standard	The NHVR may, by Commonwealth Gazette notice, exempt a category of heavy vehicles from the requirement to comply with a heavy vehicle standard.
<i>On the Road</i>	The NHVR's e-newsletter distributed via subscription.
Participating jurisdictions, HVNL	Include the ACT, Queensland, New South Wales, South Australia, Tasmania and Victoria.
PBS standards	Under the PBS scheme, vehicles are assessed against 16 minimum vehicle performance standards to ensure they are stable on the road and can turn and stop safely, and 4 infrastructure protection standards.
Performance Based Standards (PBS) scheme	An alternative compliance scheme for heavy vehicles, setting minimum performance levels for safe and efficient operation (as opposed to standard prescriptive rules).
Permits, road access	A permit is issued to an operator of a RAV, enabling them to access a particular route. It may contain specific conditions set by the road managers for that route.
Primary duty	The duty on each party in the CoR for a heavy vehicle to ensure, so far as is reasonably practicable, the safety of the party's transport activities relating to the vehicle.
Pre-approval	An administrative arrangement whereby a road manager provides in-advance consent for certain vehicles to access their networks for a period of time.
Registered Industry Codes of Practice (RICP)	Provide industry-specific information to parties in the CoR about the risks associated with heavy vehicle transport, and recommend a range of measures that can be implemented to eliminate or minimise those risks. RICPs have standing in court proceedings.
Registration Checker app	The NHVR Registration Checker app allows a user to check the registration status of any heavy vehicle registered in Australia (except heavy vehicles registered in the Northern Territory without a national heavy vehicle plate). Also includes NHVAS, PBS, hazardous goods licence (in New South Wales and Western Australia) and primary producer concession information.
Regulatory Compliance Mobility Solution (RCMS)	A mobile app that enables authorised officers at the roadside to see the history of a heavy vehicle, its driver and company, record the details of a vehicle intercept, and electronically issue non-compliance and infringement notices.

Responsible Ministers	The HVNL defines responsible Ministers as a group of ministers for each participating jurisdiction (as nominated by that jurisdiction) and the Commonwealth responsible Minister.
Restricted Access Vehicle (RAV)	RAVs are heavy vehicles that require a permit or notice to access an approved road network.
<i>Right to Information Act 2009</i> (Qld) (RTI Act)	Gives a right of access to information in the government's possession or under the government's control unless, on balance, it is contrary to the public interest.
Road manager	Road manager, for a road in a participating jurisdiction, means an entity that is declared by a law of that jurisdiction to be the road manager for the road for the purposes of the HVNL. Non-government road managers, such as ports, airports, toll operators, railway, forestry, utility and other third-party road owners.
Route Planner	An interactive online mapping service, mapping and displaying approved routes for use by heavy vehicles.
Safety and Compliance Officer (SCO)	Employed directly by the NHVR to perform heavy vehicle on-road compliance, enforcement and education activities under the HVNL.
Safety and Compliance Regulatory Platform (SCRP)	The NHVR's secure national heavy vehicle database, containing registration, crash, defect, intercept and infringement data, and information from the NSCN.
Safety Management System (SMS)	A systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures, which is integrated throughout the business wherever possible.
Strategic Local Government Asset Assessment Project (SLGAAP)	An NHVR initiative funded by the Australian Government to optimise heavy vehicle access on the local road networks across Australia by working collaboratively with engineering consultants and local government road managers to conduct engineering assessments of road assets, such as bridges and culverts, to better understand their capability and inform access decision-making.
Special Purpose Vehicle (SPV)	A motor vehicle or trailer, other than an agricultural vehicle or a tow truck, built for a purpose other than carrying goods, or a concrete pump or fire truck (both of which carry water). Examples of SPVs include mobile cranes, concrete pumps, drill rigs and fire trucks.
Supervisory Intervention Order (SIO)	A court may, on application by the prosecutor or the NHVR, make an SIO requiring the convicted person to do various things that the court considers will improve the person's compliance with the HVNL. (HVNL Division 5)
Total Recordable Injury Frequency Rate	The total number of Medical Treatment Injuries, LTIs and fatalities in the defined period divided by the number of hours worked in the period, multiplied by one million. In this report, contractor hours worked are excluded.
TruckSafe	The Australian Trucking Association's heavy vehicle accreditation scheme.
Vehicle approval, PBS	A PBS Vehicle Approval serves as evidence that a vehicle has been accepted into the PBS scheme. It is issued by the NHVR after an as-built vehicle has been inspected and certified as meeting the PBS design specifications.
Vehicle standard	The NHVR is responsible for the application of the Heavy Vehicle (Vehicle Standards) National Regulation under the HVNL and for granting exemptions across participating jurisdictions.
Web Content Accessibility Guidelines (WCAG)	An international standard created by the World Wide Web Consortium (W3C) explaining how to make web content more accessible to people with disabilities.
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ALPHABETICAL INDEX

A	
Access	8, 23, 24, 26, 29, 41, 55, 56, 67, 69, 71, 72, 74
Accessibility	32, 72
Advanced Fatigue Management (AFM)	8, 11, 19, 68, 71, 74
Audit	45, 49, 52, 65, 74
Australian Capital Territory	5, 6, 8, 10, 11, 17, 31, 55, 67, 68, 72, 74
Automatic Number Plate Recognition	16, 17, 71, 72, 74
B	
Basic Fatigue Management	15, 68, 71
Board meetings	48
Board members	7, 30, 44, 61, 65
C	
Cameras	17, 27, 40, 71, 72
Chain of Responsibility	10, 11, 18, 20, 21, 22, 30, 32, 71, 72, 74
Chairperson	7, 45, 48, 49
Chief Executive Officer	7, 8, 9, 25, 26, 39, 46, 48, 50, 61
Code of Conduct	50
Code of Practice	5, 10, 11, 19, 20, 22, 50, 72, 74
Committee	33, 45, 49, 52, 74
Complaints	40
Compliance costs	70
Conflict of interest	50
Contact Centre	4, 9, 11, 39, 40, 47, 48, 69, 71
Corporate governance	6, 44
Corrupt conduct	50
Council	26, 29, 45, 48
Customer	7, 8, 9, 14, 30, 32, 33, 39, 40, 41, 42, 46, 47, 52, 56, 57
D	
Diversity	2, 35, 38, 47
Don't #uck With a Truck	22
E	
Electronic Work Diaries	5, 11, 19, 71, 74
Employee engagement	14, 34
Employees	14, 34, 39, 41, 42, 69
Enabling legislation	5
Enforceable undertaking	4, 11, 71, 74
Executive Leadership Team	7, 30, 44, 46, 52, 69, 74
External audit	57
F	
Fatalities	15, 34
Fatigue, driver	5, 8, 10, 11, 15, 16, 17, 18, 19, 20, 21, 27, 32, 40, 41, 68, 69, 70, 71, 74
Finance Risk and Audit Committee	74
Fraud control	50
G	
Gazette	14, 23, 72
Government	7, 9, 11, 16, 23, 24, 29, 30, 39, 42, 43, 45, 47, 54, 56, 57, 60, 70, 71, 72, 74
H	
Heavy Vehicle Confidential Reporting Line	10, 11, 20, 33, 71, 74
Heavy Vehicle National Law	3, 5, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 27, 28, 30, 31, 33, 41, 44, 45, 47, 48, 49, 50, 51, 55, 56, 63, 64, 65, 66, 69, 71, 72, 74
Heavy Vehicle Productivity Plan	23, 24
Heavy Vehicle Safety Initiative	10, 42, 71, 74, 75
Heavy Vehicle Safety Strategy	11, 19, 49, 52, 71, 74
I	
Inclusion	35
Information Privacy	51, 71
Infrastructure and Transport Ministers' Meeting	71, 74
Insurance and indemnities	51
Intelligence	7, 8, 15, 16, 20, 30, 47, 61, 70
Investigation	8, 33
L	
Leadership	7, 38, 46, 69, 74
Lost Time Injuries	34, 69, 71
Lost Time Injury Frequency Rate	14, 34, 35, 71
N	
National Heavy Vehicle Accreditation Scheme	4, 5, 10, 14, 15, 19, 31, 55, 56, 70, 71, 72, 74
National Network Map	8, 23, 24, 31, 32, 74
National Performance Measures	3, 7, 9, 14, 31, 32, 66, 71
National Regulatory Model	74
National Road Safety Strategy	71
National Safety Camera Network	10, 11, 72, 74
National Services Transition	30, 47, 61, 72, 74
National Spatial Program	72
New South Wales	10, 11, 16, 21, 33, 40, 45, 53, 54, 55, 56, 57, 58, 60, 61, 63, 67, 68, 74
NHVR's objectives	2, 7, 12, 34, 44, 46, 48, 49, 55, 71
Notice/s	23, 26, 27, 29, 32, 61, 67, 71, 72
O	
Opportunities	6, 19, 22, 31, 39, 40, 41, 48
P	
Participating jurisdictions	5, 72
Payroll	56
Performance Based Standards	4, 5, 7, 9, 10, 11, 14, 19, 23, 25, 27, 28, 29, 30, 31, 33, 47, 55, 68, 72, 74
Police	6, 8, 11, 16, 17, 18, 22, 41, 43, 47, 71
Portal	4, 7, 8, 10, 11, 14, 19, 24, 27, 30, 31, 32, 33, 40, 72
Pre-approval	23, 72
Procurement	50, 52
Prosecutions	17, 38, 61, 66, 70, 71
Public interest disclosure	50
Q	
Queensland	3, 5, 9, 10, 11, 18, 33, 51, 53, 54, 55, 56, 57, 58, 59, 60, 61, 63, 67, 68, 71, 72
Queensland Department for Transport and Main Roads	26, 30, 34, 38, 51, 52, 56, 57, 60, 63, 74
R	
Regulatory Compliance Mobility Solution	16, 33, 72, 74
Responsible Ministers	72
Right to Information	51, 72
Road managers	14, 23, 28, 30, 31, 40, 43, 72
Route Planner	11, 31, 72
S	
Safety and Compliance Officer	2, 5, 6, 12, 15, 16, 18, 20, 33, 37, 40, 49, 70, 72, 74
Safety Management System	33, 72, 74
Service agreement	53, 54, 57, 63
Social media	16, 22, 24, 28, 40, 43, 69, 71
South Australia	10, 11, 18, 55, 57, 58, 67, 68
South Australia Police	16, 33
Strategic Local Government Asset Assessment Project	4, 11, 23, 24, 29, 72, 74
Supervisory Intervention Order	11, 17, 21, 72, 74
T	
Tasmania	10, 11, 55, 67, 68
Total Recordable Injury Frequency Rate	14, 34, 72
Training	6, 18, 19, 30, 33, 34, 35, 38, 40, 42, 45, 50, 58, 69
V	
Values	8, 42, 58, 60
Vehicle Standards	10, 11, 69, 72
Victoria	10, 11, 18, 29, 55, 57, 61, 67, 68
Victoria Police	16, 17, 33
W	
We All Need Space	11, 21, 32
Website	10, 11, 32, 39, 65, 69, 72
Workplace Health and Safety	22, 34, 35, 41, 48, 52, 69

TABLE OF ABBREVIATIONS

ACT	Australian Capital Territory
AFM	Advanced Fatigue Management
ANPR	Automatic Number Plate Recognition
ARAT	Asset Rapid Assessment Tool
ARC	Audit and Risk Committee
CoR	Chain of Responsibility
CSIA	Customer Service Institute of Australia
CX	Customer Experience
ELT	Executive Leadership Team
EU	Enforceable undertaking
EWD	Electronic Work Diary
EY	Ernst & Young
FRAC	Finance Risk and Audit Committee
GVM	Gross Vehicle Mass
HVCRL	Heavy Vehicle Confidential Reporting Line
HVNL	Heavy Vehicle National Law
HVSI	Heavy Vehicle Safety Initiative
HVSS	<i>Heavy Vehicle Safety Strategy 2021–2025</i>
ITMM	Infrastructure and Transport Ministers' Meeting
NHVAS	National Heavy Vehicle Accreditation Scheme
NHVR	National Heavy Vehicle Regulator
NNM	National Network Map
NRM	National Regulatory Model
NSCN	National Camera Safety Network
NST	National Services Transition
NTC	National Transport Commission
PBS	Performance Based Standards
QMS	Quality Management System
RAP	<i>Reconciliation Action Plan</i>
RAV	Restricted Access Vehicle
RCMS	Regulatory Compliance Mobility Solution
RICP	Registered Industry Code of Practice
RWG	Regional Working Group
SCO	Safety and Compliance Officer
SCRIP	Safety and Compliance Regulatory Platform
SIO	Supervisory Intervention Order
SLGAAP	Strategic Local Government Asset Assessment Project
SMS	Safety Management System
TfNSW	Transport for NSW
TMR	Queensland Department of Transport and Main Roads
VoC	Voice of Customer





HVSS Mt Boyce, New South Wales.

