



Driving change

ANNUAL
REPORT

2022-23

ABOUT THIS REPORT

This Annual Report provides a detailed account of our performance during the 2022–23 financial year. We have prepared it 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 outlined against the National Performance Measures (NPMs) set out in the *NHVR Corporate Plan 2022–2025*.¹ The *NHVR Statement of Expectations 2023–2024*, endorsed at the Infrastructure and Transport Ministers' Meeting (ITMM) in November 2020, reflects our strategic direction as contained in this report.

This report also addresses the recommendation of the Productivity Commission Report into *National Transport Regulatory Reform*,² released on 1 October 2020, that national transport regulators should monitor and report on compliance costs starting in 2021.³ This information is included as Appendix C on page 74.

Digital versions of this report as well as previous reports are available on our website at www.nhvr.gov.au.

If you have any questions about this report, please contact the NHVR by:

Email: info@nhvr.gov.au

Telephone: 13 NHVR (136 487)

Mail: PO Box 492, Fortitude Valley QLD 4006

Interpreter service statement

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

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 way points on their journey through Australia's harsh terrain to reach landmarks such as watering holes.

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Letter of transmittal

19 September 2023

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 2022 to 30 June 2023.

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 2022–2025*.

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 signature of The Hon Duncan Gay AM is written in black ink.

The Hon Duncan Gay AM
Chairman

The signature of Sal Petrocchio OAM GAICD is written in black ink.

Sal Petrocchio OAM GAICD
Chief Executive Officer

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.

We're proud of our history and positive influence on Australia's heavy vehicle industry so far.

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INFORM, EDUCATE, ENFORCE

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



Promoting safety for road users and the public.



Improving productivity and efficiency.



Ensuring everyone complies with the Law to keep people safe.

HIGHLIGHTS FOR 2022-23

A safer, more productive industry

39 road access notices

86 Advanced Fatigue Management (AFM) accredited modules

18 prosecutions relating to breaches of the primary duties under the HVNL

13 Enforceable Undertakings (EUs) under the HVNL⁴

86 Supervisory Intervention Orders (SIOs) under the HVNL⁵

9.1 m+ social media impressions received during the *Don't #uck With a Truck* (phase two) road safety campaign from April to June 2023

24 stakeholder engagement forums

50 police-led heavy vehicle safety compliance operations across five jurisdictions

A better customer experience

19% growth in PBS vehicle approvals issued

33% faster road access permit processing time

90% first call resolution by our Contact Centre

AA standard of the Web Content Accessibility Guidelines

2022 Service Champion Award

for the Customer Service Organisation of the Year – Government/Not for Profit category at the Customer Service Institute of Australia (CSIA) Australian Service Excellence Awards

Bronze Award for Annual Reporting at the Australasian Reporting Awards

⁴ An EU is a voluntary statutory agreement under the HVNL that may be used as an alternative to prosecution if it is accepted by the NHVR in circumstances where the alleged offender can demonstrate their ability to undertake organisational reform and implement effective safety measures for transport activities.

⁵ 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).

NATIONAL HEAVY VEHICLE REGULATOR (NHVR)

We are Australia's statutory regulator for all heavy vehicles that weigh over 4.5 tonnes when fully loaded with passengers, freight or fuel.

We are driving change for the benefit of all Australians to improve safety, productivity and sustainability in the use of heavy vehicles on Australia's roads.

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 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 regulatory 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.

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.

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

ABOUT US



Principal SCO Jarrad from our South Australian Operations team.

We are the regulator for

1.02 m+

registered heavy vehicle units

Including:

1,000+ freight-carrying vehicles

172,000+ semitrailers

118,000+ agricultural vehicles

114,000+ prime movers

35,000+ buses

We work with

271,000+ registered operators

6 state and territory transport authorities

536 road managers – 414 local government, 21 Commonwealth, state and territory government, 101 non-government⁶

We oversaw

590 bridge and culvert assessments completed under the SLGAAP

We provide a wide range of services to our customers

8,496 National Heavy Vehicle Accreditation Scheme (NHVAS) accredited operators⁷

66,000+ registered NHVR Portal users who have access to our services through this digital platform

209 Heavy Vehicle Inspection Scheme (HVIS) sites

8,600 individual vehicles approved under our Performance Based Standards (PBS) scheme

In 2022–23

151,000 road access permits were issued

2,319 new combinations were added to the PBS scheme

59,162 calls were answered by our in-house Contact Centre

874,544 unique visitors used our website

17,900+ PBS-approved combinations operated in Australia

i View a quick summary of how we are performing and working towards achieving our National Performance Measures (NPMs) on page 13.

⁶ Non-government road managers include ports, airports, toll operators, railway, forestry, utility and other third-party road owners.

⁷ The NHVAS is a voluntary scheme offering accreditation in four different modules – Mass Management, Maintenance Management, Basic Fatigue Management and Advanced Fatigue Management – for operators who have robust and auditable management systems in place.

The NHVR commenced operations on 21 January 2013 following the establishment of an intergovernmental agreement between all Australian governments.

With national headquarters in Brisbane, we are Australia's dedicated, statutory regulator for all heavy vehicles.⁸

Enabling legislation

The *Heavy Vehicle National Law Act 2012* (Qld) (HVNL) is described as a 'National Law', and its operation depends on its application in participating jurisdictions. This is achieved by each participating jurisdiction enacting legislation, which applies the HVNL as one of its laws.

Participating jurisdictions in 2022–23 were the ACT, New South Wales, Queensland, South Australia, Tasmania and Victoria.

Our purpose and functions are established by the HVNL, and our activities are guided by statutory mandate. We are accountable under the HVNL 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 and the Australian economy
- minimise the regulatory 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.

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.

These include:

- on-road safety, compliance and enforcement
- provision of regulatory and safety information and guidance
- administering and securing compliance with fatigue management requirements under the HVNL
- investigations and prosecutions relating to compliance with the HVNL
- National Driver Work Diaries under the HVNL
- national exemption notices
- NHVAS management and accreditation
- PBS vehicle design and access approvals
- heavy vehicle road access permit application processing
- heavy vehicle standards, modifications and exemption permits.

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.

i Learn more about our 2022–23 performance against key safety, productivity, sustainability, and regulatory capability objectives – pp 13–41.

Our people

As at 30 June 2023, we employed 815 people across the ACT, New South Wales, Queensland, South Australia, Tasmania and Victoria, 43% of whom worked in on-road roles.

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

i Learn more about our workforce – pp 38–41.

Our customers and stakeholders

Our broad stakeholder base includes:

- the heavy vehicle road transport industry and its supply chain
- industry associations
- state and territory transport authorities
- state, territory and Commonwealth governments
- 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 Engaging with our stakeholders section – pp 42–45.

Opportunities

We continue to leverage strategic opportunities to:

- deliver a modern regulatory approach that empowers industry to embrace a positive safety culture
- partner with relevant regulatory and enforcement agencies to deliver a consistent national approach to compliance activities
- use data to target the greatest safety risks and keep safe operators moving
- support road managers in improving network access for safer and higher productivity vehicles
- identify and break down barriers that slow down the achievement of a safer, cleaner national fleet of heavy vehicles
- encourage the adoption of innovative technology solutions that will deliver improved safety and productivity outcomes
- educate the broader community on the importance of shared responsibility for road safety
- continue to deliver a workplace culture that attracts, engages and retains capable, experienced and professional people with fulfilling roles working with the NHVR.

Challenges and risks

We address our key strategic challenges and risks which relate to:

- providing cross-border and end-to-end network access certainty and consistency
- effective harmonisation of NHVR and relevant state and territory safety agendas
- delivering a coordinated national approach to the use of technology and data
- strengthening the understanding of infrastructure capacity to handle the increasing road freight task
- our ability to attract and retain a capable and agile workforce; and to identify and be ready for potential technology and transport industry disruptors.

i Learn more about strategic planning in our Corporate Governance section – pp 46–54.

⁸ Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.

MESSAGE FROM THE CHAIRPERSON

As a relatively young organisation, the NHVR has grown significantly since our establishment in 2013. During that time, our focus has always been, and continues to remain on ensuring that heavy vehicle drivers and all road users remain safe on Australian roads.

Our commitment to reducing the road toll

We are determined to contribute to improving road safety and reducing the heavy vehicle road toll and serious injuries.

Tragically, 180 people died in crashes involving heavy trucks this year.⁹ This included 95 deaths in crashes involving articulated trucks and a further 95 deaths in crashes involving heavy rigid trucks.

In the 12 months to June 2023, 22 people tragically died in crashes involving buses. Counts of fatalities in crashes involving buses increased by an average of 2.4% per year over the three years to June 2023.

Although fatalities involving heavy vehicles decreased by 7.2% when compared with the year prior, there remains a concerning increase of an average of 5.4% yearly since June 2020.

The light vehicle driver in most cases remained at fault in the majority of fatal crashes (70%) involving a truck. For this reason, we continue our focus on public road safety campaigns to educate and inform all road users, specifically targeting the general public and learner and provisional platers. Please see pages 21–22 for more information.

Our operational and investigative services work proactively with stakeholder engagement and communications to ensure we continue to inform and educate key audiences.

Intelligence-led planning allows us to better pinpoint the greatest risks on the road, minimising and negating risk for greater road safety.

Our case studies on pages 17–20 provide practical examples of how our regulatory education strategy is proving successful, outlining learnings from our major prosecutions this year.

Our *Don't #uck With a Truck* road safety campaign continued to target learner and provisional license holders, providing advice on how to drive safely around trucks.

In late June we launched the *We All Need Space* campaign featuring a range of people from all walks of life with the common goal of improving safety for all on our roads.

Building effective borderless regulation

Consistency in our regulatory operations nationally remains a constant challenge for the NHVR. After the transition of services from Transport for New South Wales (TfNSW) in August 2022, we now focus on completing the transition of heavy vehicle regulatory services from Department of Transport and Main Roads (TMR) Queensland to the NHVR.

We are in the final stages of our National Services Transition program to transfer frontline services from jurisdictions. With the support of the Queensland Government and TMR we continue working to transition services in the sixth and final participating jurisdiction, with a view to have services transfer before the end of next financial year.

This final transition will help build effective borderless regulation, and in doing so, consistency in regulatory outcome.

Supporting industry safety initiatives

This year, the Australian Government funded the Heavy Vehicle Safety Initiative (HVSII) program targeting roadside health and wellness screening, driver training and increasing vulnerable road user safety to name but a few.

2022–23 was our eighth year of administering the HVSII program, which to date has provided more than \$33 million for 132 grants for grassroots projects developed by industry for industry. These projects will address key issues in the transport and logistics sector and provide workable solutions to reduce road trauma and save lives.

A further nine projects have been selected as part of \$1.7 million in funding provided by the Australian Government and managed by the NHVR for Chain of Responsibility (CoR) training and education projects. These CoR projects will help organisations develop training content and resources that will help participants improve the safety of their heavy vehicle transport activities and meet their obligations under the law.

We continue to contribute to the review of the HVNL and are hopeful that genuine reform emerges after what has been a lengthy consultation period. If we get this right, we can deliver a flexible and effective regulatory system that maximises safety and efficiency benefits, which will be essential to ensuring the efficient movement of freight in the future and, in turn, the ongoing success of the Australian economy.

On behalf of the Board, I thank all our NHVR employees, who have continued to deliver outstanding results throughout the year.

The Board also recognises the work of CEO Sal Petrocchio OAM and his Executive Leadership Team (ELT), and their ongoing commitment and dedication to progressing a safer, more productive heavy vehicle industry for all Australians.

Finally, I would like to thank my Board colleagues, Julie Russell OAM, the Hon Patrick Conlon, Catherine Scott and Robin Stewart-Crompton, for their contribution, valued wisdom and support.



The Hon Duncan Gay AM
Chairperson

⁹ 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 - quarterly bulletin, Apr–Jun 2023.

“Intelligence-led planning allows us to better pinpoint the greatest risks on the road, minimising and negating risk for greater road safety.”



“ Our regulatory intervention approach to inform, educate and enforce continues to improve road safety. ”



CEO'S REPORT

As CEO, I've watched the NHVR's journey towards becoming a national, modern regulator for almost a decade. Despite the challenges of a fast-growing and ever-changing heavy vehicle road transport industry, our regulatory intervention approach to *inform, educate and enforce* continues to improve road safety and heavy vehicle transport productivity.

Keeping Australia moving through collaboration

Despite the significant impact of natural disasters and complex logistical issues over the last few years, we continue to work alongside our stakeholders to keep heavy vehicles moving.

The hard work and ongoing efforts of our staff in their relationship with industry ensures Australians have timely access to vital services.

In November 2022, large parts of the Central Tablelands lost their gas supply, including Bathurst, Lithgow, Oberon and Wallerawang due to a flood damaged pipeline on the Macquarie River near Bathurst. With the threat of several weeks before reconnection, communities required gas supply quickly. In response, we worked with TfNSW to obtain B-double access from Dubbo to Wallerawang to provide an emergency LNG supply to the local plant.

Please view page 26 for further examples of how we are facilitating customer collaboration for mutually beneficial outcomes.

Data-led technology reducing risk

Our data-driven approach allows us to target the greatest risks on our roads. We use this information to identify high risk activities and patterns of non-compliance to proactively manage high risk operators, vehicles, drivers, infrastructure and supply chain parties.

Continuous improvement of data collection and analysis creates opportunities for improved education and enforcement opportunities, reduces regulatory burden and makes it easier for industry to do business with us.

The National Safety Camera Network (NSCN) expands our national heavy vehicle monitoring capability, adding Automatic Number Plate Recognition (ANPR) cameras to existing networks, and improving identification and visibility of heavy vehicle movements across borders.

The NSCN is the only system to capture data from across the country, combining data from 231 camera sites covering more than 5,800 kilometres across five jurisdictions, with an average of around 3.8 million sightings per month.

Last financial year, the NHVR participated in over 60 targeted investigative operations, including 50 police-led operations across the ACT, New South Wales, South Australia, Tasmania and Victoria. Our intelligence-led jurisdictional operations focused on specific safety risks. Four national operations targeted the use of heavy vehicles in grain harvest activities, construction work and the logging industry. A key operation also focused on fatigue.

Further examples of how we are using data-driven intelligence for a safer industry and more efficient operations are available in our Safety and Productivity sections of this report on pages 15–28.

Embedding customer-centricity in our operations and culture

As our operations expanded to include New South Wales in August 2022, we continued to provide the same level of quality support to our customers. I am proud to note that we achieved positive outcomes for our customers, despite the significant increase in demand for our services.

Please view our Highlights on page 3 and the Performance reporting section on pages 13–41 for more information.

Our customers play a critical role in helping to deliver a safe and productive heavy vehicle industry and I 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.

Great customer service isn't just about giving the customer what they ask for – it's about being proactive, genuinely listening to concerns and feedback, finding innovative solutions, and going above and beyond to add value to every interaction.

Our staff are committed to delivering the best customer experience the first time, every time – whether that's via interactions at the roadside, through our Contact Centre, at industry events or on our social media platforms.

Our Customer First value received recognition by the Customer Service Institute of Australia (CSIA), with the NHVR being awarded the 2022 Service Champion Award for *Customer Service Organisation of the Year – Government/ Not for Profit* category at the CSIA Australian Service Excellence Awards. For more information go to page 43.

I thank the NHVR Board for supporting me on this journey and for the guidance they have provided during the year. Thank you also to the NHVR team. The resilience and professionalism you continue to demonstrate daily must be commended.

Our organisational purpose of enabling safe and efficient heavy vehicle movements is underpinned by our people, skills, intelligence systems and passion. I'm confident that the NHVR will continue to drive change across Australia's heavy vehicle industry for many years to come.



Sal Petrocchio OAM GAICD
Chief Executive Officer

OUR PERFORMANCE



In this Annual Report, we have measured our performance against the following four HVNL key objectives:¹⁰



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.

We aim to show in our report the clear relationship between our vision, our values, our clear objectives (NPMs), and our strategies for their achievement, and how they have underpinned our performance in 2022–23.

¹⁰ See s 3 of the HVNL.

2022–23 PERFORMANCE AGAINST NATIONAL PERFORMANCE MEASURES

2022–23 Performance Indicators	Result	Target	Performance	Target met	Page
SAFETY					
Rate of recidivist offending ¹¹	1.5%	3%↓	21.1%↓	✓	17
Number of supply chain prosecutions ¹²	10	10%↑	33%↓	✗	17
Number of improvement notices issued	15	20%↑	50%↑	✓	18
Number of operators accredited in the NHVAS	8,496	5%↑	3.6%↑	✗	19
PRODUCTIVITY					
Number of national notices issued ¹³	19	8	5.6%↑	✓	24
Number of new notices issued ¹⁴	39	36	21.9%↑	✓	24
Number of road manager pre-approvals ¹⁵	348	342	14.5%↑	✓	24
SUSTAINABILITY					
Number of PBS vehicles ¹⁶	8,600	5%↑	42%↑	✓	30
Average age of vehicles in the national heavy vehicle fleet (years)	15.8	3%↓	0.3%↓	✗	30
Number of road manager pre-approvals for PBS networks	77	12.5%↑	120%↑	✓	30
REGULATORY CAPABILITY – INDUSTRY					
Average turnaround times for permit approvals (days) ¹⁷	11.7	5%↓	9.3%↓	✓	34
Average turnaround times for PBS vehicle approvals (days)	6.8	10%↓	4.6%↑	✗	34
Customer satisfaction with the NHVR Portal	≥77%	≥75%	1.6%↑	✓	35
Customer satisfaction with the NHVR website	73.8%	≥73%	4.7%↑	✓	37
REGULATORY CAPABILITY – EMPLOYEES					
Employee engagement	71%	≥75%	6%↓	✗	38
Employee turnover ¹⁸	12%	<10%	5.5%↓	✗	40
Lost Time Injury Frequency Rate ¹⁹	3.3%	<9%	3.3%	✓	40
Total Recordable Injury Frequency Rate ²⁰	6.5%	<7%	6.5%	✓	40

 Learn more about our 2022–23 performance on the following pages.

¹¹ 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.

¹² Number of defendants charged under Chapter 1A of the HVNL in courts of participating jurisdictions.

¹³ All national access notices (two 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.

¹⁴ Includes national access notices.

¹⁵ 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.

¹⁶ Total number of Vehicle Identification Numbers (VINs) for individual vehicles added into the PBS scheme during 2021–22.

¹⁷ Includes NHVR, road manager and customer turnaround times.

¹⁸ Employees who leave the NHVR voluntarily through resignation or retirement, including agency staff.

¹⁹ 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.

²⁰ 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.



OBJECTIVE 1

SAFETY

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.

By using the right balance of information, education and enforcement, we aim to create positive change in the industry's safety culture and the individual behaviour of all road users, to reduce the likelihood of crashes, fatalities and serious injuries involving heavy vehicles.

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	2021-22 Result	Result	2022-23 Target	Performance	Target met	Page
Rate of recidivist offending ²¹	1.9%	1.5%	3%↓	21.1%↓	✓	17
Number of supply chain prosecutions ²²	15	10	10%↑	33%↓	✗	17
Number of improvement notices issued	10	15	20%↑	50%↑	✓	18
Number of operators accredited in the NHVAS	8,198	8,496	5%↑	3.6%↑	✗	19

Taking a collaborative approach to our safety priorities

We continue to work in alignment with our NHVR *Heavy Vehicle Safety Strategy 2021–2025* (HVSS) and supporting yearly action plan.

The HVSS was developed in consultation with various government representatives, industry participants and safety advocates. It is underpinned by our common purpose, which is to achieve better heavy vehicle safety outcomes and reduce the number of crashes, fatalities and serious injuries involving heavy vehicles.

The HVSS is closely aligned with the *National Road Safety Strategy 2021–2030*²³ and contains three guiding themes:

- Create positive change in individual behaviours and culture to improve safety.
- Drive uptake of a modern, safer heavy vehicle fleet that reduces the likelihood and impact of crashes.
- Influence road network design and use to support road safety.

Our annual HVSS action plans outline the activities and projects that support the delivery of the HVSS. Key initiatives we delivered under the 2022–2023 Action Plan included:

- Delivering improved and more accessible Safety Management System (SMS) material for the industry.
- Encouraging the uptake of Advanced Fatigue Management (AFM) through new and clearer guidelines and direct engagement with transport companies.
- Helping industry to develop and put in place sector-specific Codes of Practice.
- Supporting safe heavy vehicle access through infrastructure assessments and developing assessment tools for road managers under the SLGAAP.
- Providing road managers with education and information.
- Conducting intelligence-led national road safety operations alongside regulatory and enforcement partners.

Targeted national and regional operations

The health, safety and wellbeing of our on-road operations team and the heavy vehicle industry are always high priorities for us. We adhere strictly to carefully designed WHS procedures, NHVR processes and government guidelines so we can safely undertake operations and intercepts.

Last financial year, we undertook 62 targeted local operations and were involved in 50 police-led operations across the ACT, New South Wales, South Australia, Tasmania and Victoria. We also conducted 13 intelligence-led jurisdictional operations, focusing on specific safety risks. We led four national operations, which targeted the use of heavy vehicles in grain harvest, construction work, and in the logging industry. A key operation also focused on fatigue.

Operation Fusion was established in response to a predicted record grain harvest. This saw a multi-jurisdictional targeted operation run across New South Wales, Queensland, South Australia and Victoria from September 2022 to January 2023. The operation involved key proactive and reactive activities to engage with industry, provide information on identified risks and conduct on-road and off-road compliance activities for grain receivers. Focus areas included mass, load and mechanical safety to establish baseline compliance information. Unfortunately, our on-road compliance activities were hampered due to the impact of flooding on harvest timings, harvest quantities and road network accessibility.

Conducted between November and December 2022, Operation Zenith was developed to address high levels of fatigue non-compliance and drug-driving intelligence. Proactive engagement, media and communication campaigns were used to convey key messaging to the industry in the lead-up to the on-road component. The operation was data-driven and intelligence-led, utilising the NHVR Fatigue Risk Engine and drug-driving data from law enforcement agencies to aid in developing deployment tactics.

Operation Squire was conducted between March and April 2023 to deal with identified safety issues relating to heavy vehicles involved in the construction industry. During the operation, there were 1,203 intercepts with 525 resulting in one or more notices issued across all offence categories. Of note, vehicle unit age was found to be a contributing factor for mechanical condition. Defect rates in vehicles built pre-2010 identified a mechanical non-compliance rate of 31%. In contrast, vehicle units built between 2010–2023 recorded a mechanical non-compliance rate of 23%.

In May and June 2023, Operation Quest was undertaken to address non-compliance with mechanical safety standards, fatigue and load restraint requirements in heavy vehicles

²¹ 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.

²² Number of defendants charged under Chapter 1A of the HVNL in courts of participating jurisdictions.

²³ www.roadsafety.gov.au/nrss



South Australian SCOs checking a driver's written work diary record.

involved in the logging industry nationally. During the operation, 457 intercepts were conducted, and 117 resulted in one or more instances of non-compliance being identified. Mechanical non-compliance was the highest category identified during the operation.

The National Operations team undertakes evaluations of all operations at the local, state and national level. The findings from this evaluation process helps to inform intelligence holdings, the identification of risk and guides future operational responses. Currently the Analysis, Intelligence and Risk team is developing an intelligence briefing for Operation Forager which is an operational response to fatigue risks. This briefing will incorporate the findings from Operation Zenith which was a fatigue operation run in 2022–23.

Industry safety survey gives insight into how stakeholders manage safety

We conducted an NHVR Industry Safety Survey from June to August of 2022 to continue benchmarking safety performance, provide a base for measuring the success of future initiatives and provide a management tool for identifying improvement opportunities.

The survey also measured important matters and informed us on how to improve our services, including by gathering data on:

- the awareness, uptake and usefulness of the NHVR SMS guidance materials
- the acceptance and understanding of heavy vehicle safety technology
- preferred method of contact for stakeholders to receive safety information from us
- primary sources of information or training received regarding Chain of Responsibility (CoR) obligations.

A total of 5,750 survey responses from industry stakeholders were received. Key findings included:

• Implementation of a basic SMS

Almost two-thirds (65%) of industry respondents indicated they have a basic SMS in their business, which shows a small improvement since 2020 (63%). Businesses with 11 to 20 employees have the highest implementation rate (70%), though organisations of all sizes are relatively consistent in their SMS implementation.

• Performance Based Standards (PBS)

Organisations that reported their business had PBS vehicles had higher rates of SMS implementation than those who do not (70% v 64%).

Overall scores across all measured items improved compared to 2020 survey results, with the biggest increase among the Safety Assurance, Promotion and Training and General Business items. Positively, scores regarding Safety Practices overall were also higher in 2022, particularly for the review of staff safety-related training needs.

Scores for Drivers and Management items continue to perform consistently with the results seen in 2020. There were marginal increases in areas such as vehicle inspections for safety defects, risk assessments of driving tasks and weather/road conditions, and that businesses actively consider safety risks.

Other safety management improvements identified include:

• Awareness and usefulness of NHVR SMS guidance materials

Approximately one in three (35%) respondents indicated that they use the NHVR SMS guidance materials with almost all (97%–99%) of these respondents reporting that the materials are useful.

• Safety implementation of accreditation scheme participants

Almost two in five (38%) respondents reported their business to be in a heavy vehicle accreditation scheme, with most respondents in NHVAS (95%). Fewer respondents are in WA Heavy Vehicle Accreditation (WAHVA) (13%), TruckSafe (9%) or CraneSafe (1%).

• Heavy vehicle safety technology

Antilock Braking Systems (87%), Daytime Running Lamps (81%) and Reversing Safety Systems (80%) are the Heavy Vehicle Safety technologies respondents reported that they best understand.

Identifying safety risks through fixed and mobile camera technologies

The National Safety Camera Network (NSCN) expands our national heavy vehicle monitoring capability, adding Automatic Number Plate Recognition (ANPR) cameras to existing networks, and improving identification and visibility of heavy vehicle movements across borders. It is one of the cornerstone data-collection mechanisms for the Safety and Compliance Regulatory Platform (SCRIP) (see page 36), enabling better targeting of higher-risk operators and vehicles to optimise compliance and education activities.

The NSCN is the only system to capture data from across the country, combining data from 231 camera sites covering more than 5,800 kilometres across five jurisdictions, with an average of around 3.8 million sightings per month.

Since 2017, cameras have been installed at 16 priority locations in the ACT, Queensland, South Australia and Victoria.

During the year, we deployed five mobile ANPR cameras across three device types, including cameras mounted on a drone, two vehicles and two solar-powered trailers. The devices were deployed within South Australia, Tasmania and Victoria from April to September 2022 to test their technical and regulatory performance. Over the trial period, we gained insights into exposure to the significant benefits of heavy vehicle regulatory compliance that comes from mobile ANPR camera technology.

The mobile ANPR cameras were integrated with our Regulatory Compliance Mobility Solution (RCMS). The deployment locations were strategically selected to achieve optimal road safety outcomes by detecting weighbridge and enforcement avoidance and intercepting high-risk journeys.

The evaluation results found that this technology improves our capabilities in risk-based, intelligence-led compliance activities. Moreover, it leads to tangible road safety benefits, including capturing high-risk heavy vehicle movements and new insights regarding heavy vehicles that we had not previously observed. Based on the trial's success, we are expanding the mobile ANPR camera program.

Sharing data to enhance our risk and intelligence capabilities

In March 2022, the NHVR and South Australia Police (SAPOL) agreed to the two-way exchange of data between our respective agencies to deliver a more consistent and effective approach to the regulation of heavy vehicles based on a jointly developed data-sharing model.

Through this Data Sharing Project, SAPOL officers have access to the NHVR RCMS. SAPOL has shared new data sets with us, including SAPOL's crash and expiation data. These datasets will be seamlessly integrated into our risk and intelligence capabilities, bolstering our risk-based regulatory approach.

We have collaborated with Victoria Police to adopt a similar staged approach to data sharing between our agencies. The implementation of the data-sharing agreement will take place in 2023.

Delivering appropriate responses to offences

Our team finalised 4,486 prosecution matters (prescriptive offences and primary duty breaches) across the ACT, New South Wales, South Australia, Tasmania and Victoria during the reporting year (a 3,458 increase on the previous year).

Collaborative partnerships between our investigators and external investigative bodies, as well as an increase in the number of NHVR prosecutors, enabled the NHVR to effectively manage the significant increase in HVNL prosecutions.

Referrals of new primary duty referrals for consideration to prosecute were lower than expected in 2022–23. Notwithstanding this, the NHVR filed 42 new primary duty charges against companies and individuals.²⁴

We will continue to focus on those executives, operators and third-party supply chain participants who create a safety risk by failing to comply with their primary duties under the HVNL. A major forum has been scheduled for October 2023 for all our police partners and the NHVR to educate on the investigation of primary duty matters, in the hope of improving the referral rate.

Reduction in recidivist offending

Our focus on educational intervention has proved beneficial throughout the year.

We obtained 86 Supervisory Intervention Orders (SIOs) in 2022–23 – more than ten times the number in 2021–22.

SIOs are discretionary court orders requiring offenders to do, or not do, something at their own expense which will bring about improved regulatory compliance. Companies can be required to implement better practices or implement safety systems or procedures to ensure future compliance with the HVNL.

We also continued to negotiate Enforceable Undertakings (EUs) where sought as an alternative to prosecution in the event of an alleged contravention of the HVNL. This year, overall, the number of applications remained steady with 13 accepted from companies and individuals, compared to 15 last financial year.

Please read the following case studies for practical examples of how the NHVR is employing proactive and targeted enforcement and education strategies for better safety outcomes.

⊕ CASE STUDY

SIO conviction

A Sydney company undertakes civil works and excavation and has contracts with major New South Wales infrastructure projects.

The company pleaded guilty to a category 3 charge after it committed 20 mass breaches and was issued 94 defect notices between 3 July 2020 and 22 October 2021.

The mass breaches were committed by 14 different truck and trailer combinations, all fitted with weight scales. However, the company could only provide records for six of the vehicles to have had the weight scales calibrated.

Of the 20 mass breaches, it was found that on 14 occasions, the heavy vehicles also had defects resulting in defect notices being issued. The 94 defect notices were issued for a variety of faults including, but not limited to, insufficient tread on tyres, oil leaks from differentials, oil leaks from the transmission and couplings, brake imbalances, air leaks in tyres and hoses and on one instance the subframe of the heavy vehicle was cracked.

While the company had mature and robust policies, they were not adequately enforced, followed, administered, monitored or reviewed.

On sentence, the Magistrate convicted the company and imposed a fine of \$112,500. In addition, the company was ordered to comply with a lengthy and detailed SIO that requires them, amongst other things, to appoint a compliance officer, appoint a consultant and implement all recommendations, develop an induction program, have supervisors at each work site and fit each vehicle in the fleet with onboard mass devices for each axle group. The cost of complying with the SIO is substantial, with quotes indicating that the cost of fitting onboard weight devices on each vehicle in the fleet is approximately \$260,000.

²⁴ The most serious offences under the HVNL relate to the primary duty imposed by section 26C in Chapter 1A – the duty on each party in the Chain of Responsibility for a heavy vehicle to ensure, so far as is reasonably practicable, the safety of the party's transport activities relating to the vehicle.

Prioritising incidents of serious harm through our investigations

Under the HVNL, our investigators have the option to use improvement notices when suitable. We issued 13 during the year for contravening provisions in the HVNL (up from 10 notices the previous year).

An improvement notice requires a contravention of the HVNL to be remedied and prevents further breaches. Improvement notices are used to remedy contraventions which do not involve an immediate or imminent exposure to a safety risk.

In 2022–23, we refined our compliance model in relation to relevant investigations and the use of improvement notices for duty holders in the CoR other than transport operators to ensure that the parties whose decisions can have the greatest impact on safety share accountability. Implementation is expected in the first quarter of the new financial year.

As part of our preparation for the transition which is expected in 2023–24 of heavy vehicle regulatory responsibilities from TMR to the NHVR, we successfully developed and implemented a triage process in response to adverse safety trends to manage the increasing number of investigations into serious crashes involving heavy vehicles in Queensland.

We continue to build and maintain strong relationships with police and other road agencies, including joint operations, incident assessment, triaging systems, and operational responses with a particular focus on offences with an interstate element.

The NHVR continued to host the Heavy Vehicle Forum in New South Wales, South Australia, Tasmania and Victoria. The meetings were well-attended by police, environmental regulators, Comcare, safety regulators and representatives of the transport industry. The forum ensured each agency was sharing learnings and avoiding duplication.

The updated, principles-based Australian Government Investigations Standards (AGIS) 2022 is a foundational standard, framing accountability and security for entities conducting investigations relating to the government programs and legislation they administer. We have developed and implemented a quality assurance process for NHVR investigations in line with the AGIS.

⊕ CASE STUDY

A successful appeal by the NHVR

Transport for New South Wales v De Paoli Transport Pty Ltd [2022] NSWSC 1678 is an example of a successful appeal by the Regulator. It involved a line-haul trucking company that operated 32 fatigue-regulated heavy vehicles. In addition to the company being charged, two individuals were charged, one of whom was the sole Director and shareholder of the Company and the other acted as a Scheduler for the Company.

The Company was charged with one category 2 offence, and the Director and Scheduler were charged with category 3 offences. On sentence, the Company, Director and Scheduler were fined \$15,000, \$6,000 and \$3,000, respectively. The Regulator appealed the original sentence on the grounds that it was manifestly inadequate. On appeal, the penalties were increased to \$180,000 against the company and \$15,000 against the Director and Scheduler.

The case provides guidance for the severity of penalties imposed in relation to the seriousness of the 'assessment of risk caused by the offending conduct' to 'reflect the purpose of the legislation or have due regard to any of the important sentencing principles for this type of offending'. The decision reinforces the potentially significant consequences for non-compliance with the primary duty outlined under section 26C of the HVNL and the importance of reviewing safety systems and ensuring operations are within the reasonably practicable ambit to eliminate or minimise risks in transport activities.

Going to court webpage

We recognise that going to court can be a daunting process. We continued to update our website's 'Going to court' page to help our customers to navigate legal proceedings. During the year, we added information for the New South Wales jurisdiction following the transition of heavy vehicle regulatory responsibilities in that state to the NHVR. Information includes advice for duty holders on their obligations before, during and after a court appearance. It also provides links to the legal services offered by the courts in their jurisdiction.

SCO performing an undercarriage inspection.



CASE STUDY

The NHVR's first Prohibition Order

A trucking company that operated heavy vehicles as a part of inter and intrastate transport operations based in Renmark, South Australia, was transporting freight as a sub-contractor for larger companies.

Upon investigation, it was found that the company had detailed policies and procedures in relation to fatigue management and CoR but had not applied them in any meaningful way. There were no established systems to review or manage risk in place. The company's record-keeping system was inadequate with scheduling for a fleet of 40 heavy vehicles and approximately 70 drivers carried out in a handwritten journal.

On sentence, the company was convicted and fined \$84,000. The Director was convicted and fined \$14,000 for an early guilty plea. A Prohibition Order was imposed on the Director for 12 months, excluding him from engaging in certain transport activities. This is the first Prohibition Order that has been made under the HVNL.

Continued growth in NHVAS participation

Participation in the NHVAS grew by 3.6% during the year – from 8,198 operators in 2021–22 to 8,496 in 2022–23. This represents seven continuous years of growth of the scheme. Changes to state-based maintenance inspection schemes, uncertainty around the outcomes of the HVNL review and its impact on NHVAS, and mergers and acquisition activity amongst NHVAS operators affected the rate of growth.

During the year, several large organisations went into liquidation resulting in a limit on the vehicles sold and purchased by other NHVAS accredited operators. Various companies have also sold their fleets as owners enter retirement; in these situations, the companies exit NHVAS and in many instances the vehicles are purchased and then added to another operator's accreditation.

On a positive note, the number of individual accredited modules in the NHVAS grew by 4.5% to a total of 14,171, with companies expanding the range of areas for which they are accredited under the scheme. The total vehicles covered under Mass and Maintenance grew by 3.7% to 90,731 accredited units. Basic Fatigue Management (BFM) participation increased by 7.6% to 2933 operators.

We continued to ensure the NHVAS delivers a balanced regulatory approach to operators in line with our compliance and prosecution functions. Our Accreditation team initiated regulatory actions against 355 operators (4.2%) in the NHVAS for not meeting scheme standards.

Overall, 74% of all operators were able to comply with the notices and return to a performance level acceptable under the scheme. The high level of compliance with the notices aligns with the NHVAS ethos of assisting the relevant operators to return to the level of performance required to hold NHVAS accreditation.

Confidential reporting of safety issues

Our Heavy Vehicle Confidential Reporting Line (HVCRL) is the first port of call for anyone in the heavy vehicle supply chain to report operational safety issues relating to heavy vehicle transport activities. In 2022–23, we received a total of 1,797 calls to the HVCRL, which led to 963 reports being completed.

Advanced Fatigue Management

In June 2023, the Advanced Fatigue Management (AFM) digital application was launched in our online NHVR Portal to give better support to the heavy vehicle industry by providing access to tailored work and rest hour options.

The digital application pack has reduced 40 pages of paperwork into an online digital tool that steps operators through the process of creating a safety case for AFM and includes real-world examples of work and rest hours and risk controls so there is no need to start from scratch.

The new AFM application pack clarifies what safety management practices are expected to offset fatigue safety risks and is customisable to suit any size operation. As part of the AFM application pack launch, we established a dedicated AFM case manager function to work directly with operators to support them in lodging an application for AFM. Since the launch of the AFM application pack, we have seen an 8% increase in the uptake of AFM.

 View more operational and organisational statistics in Appendix B on pp 71–73.

10 Electronic Work Diaries now available

In May 2023, we approved the tenth Electronic Work Diary (EWD) provider for new electronic recording systems or additional mobile devices on existing approved systems. All approved fatigue modules are now available commercially for use by heavy vehicle drivers in place of National Driver Work Diaries.

The addition of another provider to our list of approved EWD suppliers²⁵ gives heavy vehicle drivers and transport operators another option when selecting a device and service with an approved EWD.

The uptake of EWDs is steadily increasing as drivers and operators find benefits in both their ease of use and savings in time compared to traditional paper-based Written Work Diaries. We continue to work with technology providers to develop innovative ways to encourage increased demand for EWDs.

Ensuring consistent regulatory functions

During the year, we continued delivering our external-facing safety assurance program for key areas where we have authorised third party providers to perform regulatory functions in accordance with the HVNL.

Audits of PBS assessors which were conducted during the reporting period showed a sound understanding of the fundamental components of a Quality Management System (QMS). We found that PBS assessors were implementing their QMS in very different ways, depending upon the size and complexity of their business; however, all were found to be consistent with the relevant requirements. A survey was also undertaken to understand what PBS assessors and certifiers expect in an NHVR assurance program.

We completed 60 on-site, physical audits of NHVAS operators. Through these 'spot checks', we were able to continue to identify trends across a very diverse group of operators, particularly concerning how they comply with the NHVAS Business Rules and Standards. The audits also gave valuable insights into the performance of external approved NHVAS auditors.

We will implement an assurance program for EWD providers in 2023–24.

²⁵ Details of approved suppliers appear on our website.



Major Prosecutions team manager Elim Chan.

Supporting industry to manage their safety risks

We recognise that information, education and the encouragement of better safety management practices are fundamental for a safe, efficient and productive transport industry. Our focus remains on supporting the industry to identify and understand both existing and emerging risks and making clear our expectations of how these can be addressed under the statutory primary safety duty.

The NHVR's 9 Step SMS Road Map

A broad range of industry stakeholders continued to utilise the 9 Step SMS Road Map throughout the year.

Implementation of SMS amongst heavy vehicle operators has grown since the Road Map's launch in 2021. This is demonstrated by the results of the Heavy Vehicle Safety Survey that showed 65% of all respondents now have some form of SMS in their business, up from 62% in the 2020 survey.

In 2023–24 we will review and amend the 9 Step SMS Road Map in response to industry feedback on their experiences in using the system, and to ensure the road map remains a source of relevant, timely and accurate information for industry throughout the HVNL Review process.

Regulatory Advice Program

We continued to increase our focus on providing safety information to industry, with the introduction of a Regulatory Advice section on the CoR page on our website at nhvr.gov.au/regulatory-advice.

We published nine items of Regulatory Advice during reporting the year – each intended to improve industry's understanding of potential risks associated with different types of transport, or different areas of the transport task, to ensure these can be considered when assessing and managing transport activity risks. Each was developed in consultation with industry.

Each piece of advice addresses a specific topic, such as prohibited requests and contracts under the HVNL, managing the risks of undertrained workers, managing the risks of heavy vehicle transport activities in the construction industry, and managing the safety risks of light to medium-heavy vehicles.

We will continue to roll out our Regulatory Advice Program throughout 2023–24.

⊕ CASE STUDY

CASE STUDY – Working with offenders for better safety outcomes

We investigated a large transportation company for alleged breaches of ongoing non-compliance with vehicle standard requirements, several defect notices and consecutive failed maintenance assurance audits. Investigators met with management to discuss the alleged offences, explain the investigation process and issue regulatory notices. During the investigation, the company demonstrated a willingness to engage with investigators and expressed its commitment to improving compliance. They appointed an Operations Manager to lead a safety-focused approach to ensure the roadworthiness of their vehicles in the future.

During the investigation, the company was also proactively implementing an MTData in-cabin system integrated with a 'Freight 2020' program to synchronise vehicle journey data, fault reporting and maintenance/service records.

An improvement notice was issued with directions to ensure safety measures were put in place and all remedial actions were completed within the timeframe.

The company also reached out for additional training support in the form of an employee engagement day. Staff from our investigations, safety and compliance and industry liaison areas delivered a presentation on CoR, vehicle standards compliance and heavy vehicle braking systems, with participants actively engaged in learning more about the NHVR and responsibilities under the HVNL. This event allowed them to showcase their improved systems and enhanced knowledge about Vehicle Standards compliance.

Our investigators and Safety and Compliance Officers (SCOs) continue to work together to promote safety and deter non-compliance by:

- informing duty holders through Customer Engagement – providing timely responses, updates and outcomes
- educating on how to improve safety and compliance through guidance and advice
- enforcing the HVNL with intervention or enforcement response proportionate to the safety risk
- monitoring to identify compliance trends and assess the effectiveness of safety systems.

Vehicle Standards Guides

Our Vehicle Standards Guides (VSGs) are designed to be a useful tool for explaining complex requirements and providing guidance and advice on various issues about heavy vehicle standards and modifications. There are currently 33 VSGs published on our website. During the year, we reviewed, updated and republished two VSGs.

Leading a collaborative approach to developing Codes of Practice

In 2021–22, we changed our approach to developing Registered Industry Codes of Practice (RICP). Such codes are provided for under the HVNL. The codes provide 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. Registered codes have standing in court proceedings.

In June 2022, we registered the *Tasmanian Agricultural and Horticultural RICP* and, in December 2022, the *Managing Effluent in the Livestock Supply Chain RICP*. We also commenced a review of the *Master Code of Practice*, which was registered in November 2018 and was the first code to be registered under the HVNL.

The Master Code is widely used and recognised by industry as the authoritative advice for complying with the statutory primary duty and for improving safety. Much of its content remains relevant, but changes to technology, and a better understanding of the primary duty, are why it should be updated. The review's first phase called for industry and public feedback and comments to inform working groups who will develop a new version for registration in April 2024.

Working with the Crane Industry Council of Australia (CICA), we developed a draft crane industry code as a basis for wider consultation with the industry.

Work continued on codes for the forestry and waste and recycling industries, requiring substantial technical analysis and testing of load restraint systems.

The South Australian Wine Industry Association (SAWIA) finished national consultation with its industry and is now ready to work with us to develop a first draft code.

In July 2022, the Grain Transport Safety Network (GTSN) notified us that it wished to develop a code of practice focusing on mass management in grain transport.

The Australian Livestock Markets Association (ALMA) has also indicated its interest in developing a livestock loading code of practice.

⊕ CASE STUDY

We All Need Space

In June 2023, the NHVR launched the *We All Need Space* road safety campaign. It reminds light vehicle drivers to give trucks space on Australian roads and provides simple tips for drivers to share the road with trucks safely.

The campaign will feature popular celebrities to help spread the word that whether you are a comedian, musician, athlete, truck driver, car motorist, cyclist, or pedestrian, we all need space to stay safe on the roads. The first celebrity we partnered with was renowned Aussie comedian and social media personality Jimmy Rees.

The campaign was featured on mainstream television (The Morning Show on 7), and radio, including 2GB and ABC and had over 1.1 million views for one caravanner-themed video alone. It was also shared by transport and policing agencies nationally, including Street Smarts QLD, Victoria Police and Aus Gov Infrastructure.

The campaign will continue to roll out throughout the coming year with four additional talents scheduled to better educate drivers on sharing the road with heavy vehicles.

Comedian Jimmy Rees promoting our *We All Need Space* campaign.





Don't #uck With a Truck "SandCARstle" Activation at Bondi Beach.

⊕ CASE STUDY

Don't #uck With a Truck

The NHVR *Don't #uck With a Truck* campaign focuses on educating Learner and Provisional Licence holders on how to share the road safely with trucks. We know there is a gap in education and the NHVR wants to promote this message as early as possible when learning to drive.

Throughout the year, there was a range of activities to support this campaign, including:

- **University O Week Events** – We attended the University of Queensland, the University of Technology Sydney and Griffith University events, where over 1,500 students completed a quiz about driving safely around trucks. Significantly, 39% of these students had not previously received practical instruction in driving around trucks.
- **TruckTok** – We engaged with key Gen Z Tik Tokkers to share videos about driving safely around trucks. These videos reached over 230,000+ young people.
- **Video content: Don't Truck It Up** – Our videos featured social media personality, Luisa Dal Din, demonstrating a range of safety scenarios, including turning, stopping and overtaking a truck. The campaign appeared across Snapchat, TikTok, YouTube and Instagram and was supported through billboards and radio. On social media alone, we have received over 983K views on the videos, 15,000+ clicks to the website and over 16M impressions.
- **Street Smart High Darwin** – We attended the Street-Smart High event in Darwin with over 1,500 students.
- **Brisbane Truck Show** – We took a *Don't #uck With a Truck* branded truck to the Truck Show at South Bank and visitors were invited to take on our virtual reality experience.
- **Bondi Beach "SandCARstle" Activation** – We took to the beach to show young drivers that a car is as fragile as sand when driving around trucks. The successful campaign was featured on The Today Show weather segment, KIS105 radio, Pedestrian TV and more.

Social Media and Communications Officer Georgie Saunders at the 2023 Brisbane Truck Show.



Our 2023–24 safety deliverables

Building on our work in 2022–23, in the year ahead, we will:

- Share data with police agencies and other regulatory bodies to deliver a more consistent approach to on-road compliance.
- Implement mobile camera technologies that aid identification of high-risk operators, vehicles and journeys.
- Investigate systemic or significant non-compliance with HVNL safety duties committed by off-road parties.
- Provide industry education and advice that supports understanding of, and compliance with, the HVNL and primary safety duty.
- Deliver, review and maintain sector-specific Industry Codes of Practice.
- Deliver initiatives from our *Heavy Vehicle Safety Strategy Action Plan 2023*.
- Undertake assurance checks of providers carrying out regulatory functions on behalf of the NHVR.
- Remove administrative barriers and provide practical tools to help industry access safer and tailored fatigue options through Advanced Fatigue Management (AFM).
- Recognise the use of Fatigue and Distraction Detection Technology for operators in AFM and provide operational guidance material to support its use.
- Finalise, in consultation with state and territory governments, a proposed set of questions for inclusion in all state and territory learner driver road rules theory tests.
- 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.



OBJECTIVE 2

PRODUCTIVITY

Australia's rapidly expanding road freight task is placing increased pressure on the freight network, challenging the heavy vehicle industry to ensure goods are transported in the most cost-effective manner.²⁶

We are working collaboratively with industry and governments to support and facilitate a national approach to addressing 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 access decisions and encouraging their participation in implementing alternative access arrangements, cutting red tape for industry.

²⁶ Bureau of Infrastructure and Transport Research Economics (BITRE) Forecasts, www.bitre.gov.au/forecasts

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	2021-22 Result	Result	2022-23 Target	Performance	Target met	Page
Number of national notices issued ²⁷	18	19	8	5.6%↑	✓	24
Number of new notices issued ²⁸	32	39	36	21.9%↑	✓	24
Number of road manager pre-approvals ²⁹	304	348	12.5%↑	14.5%↑	✓	24

39 road access notices published to increase access and productivity

During the reporting year, we worked with state, territory, local government and non-government road managers to allow us to gazette 19 national and 20 state and territory notices that provide the industry with increased road access for heavy vehicles and improved productivity.



We also obtained 348 pre-approvals for road access from road managers (compared to 304 the year prior). Pre-approvals are a long-standing administrative arrangement between the NHVR and road managers that allows us to issue permits on specific routes without seeking consent from road managers for each permit application.

Work centred around support for the Northern Territory, South Australia and Western Australia, with the gazettal of notices specifically developed to address supply chain disruptions due to severe weather events.

We continued to ensure that existing notices remained current and commenced a National Notice Renewal Program to deal with approximately 70 legacy access notices that will require renewal.

This work will include reviewing content to address any conflicts or duplications with the latest iteration of the HVNL and ensure that any conditions of access are consistent with HVNL requirements.

We maintained support for the uptake of PBS vehicles by increasing the types of vehicles that can operate under the *National Class 2 Performance Based Standards (High Productivity) Authorisation Notice*. To build on these improvements, we are also advocating for the creation of a national network for A-double combinations.

A highlight for the year was the introduction of BA-triples in South Australia. Livestock and Rural Transporters Association of SA President David Smith said that using BA-triples would reduce handling risks and improve safety in the industry.

"Eliminating the need to break down AB-triples with a light loaded rear trailer into a single and a B-double combination will save time, reducing costs for the operator, but more importantly, it will bring significant safety benefits," Mr Smith said.

"Using BA-triples will reduce the risk of injury to the individual reconfiguring the vehicle, and also to the driver and other road users by having these more stable vehicles on the road."

We also released the *National Class 3 20m Long 3-axle Truck and 4-axle Dog Trailer Mass and Dimension Exemption Notice 2022 (No.2)*, to allow truck and dog combinations to access similar masses to those provided under the PBS scheme.

Heavy Vehicle Industry Australia Chief Executive Todd Hacking said the reform reflected the maturation of the PBS scheme.

"This is an excellent example of the PBS scheme's ability to enable the introduction of innovative new combinations," Mr Hacking said.

"Australian design, engineering and manufacture of benchmark-setting, high-productivity combinations are the envy of the heavy vehicle industry worldwide."

"This move allows the scheme to get back to focusing on the next iteration of innovative vehicles, further enhancing productivity and safety."

"Firstly, it will increase the level of productivity within the truck and dog fleet, while simultaneously removing the burden for both industry and the NHVR during the PBS assessment process of these combinations."

"We congratulate the NHVR for listening to, and working with industry, on this important initiative."

²⁷ All national access notices (two 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 Includes national access notices.

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.



Chief Engineer Les Bruza (2nd from left) with representatives from Drake, the Port of Brisbane Corporation, O'Phee and Qube Logistics attending the double-stacked B-double combination trials at the Port of Brisbane.

Facilitating customer collaboration for mutually beneficial outcomes

We continued facilitating engagement between road managers and industry to build relationships and achieve mutually beneficial outcomes. For example, in partnership with industry and Queensland road managers, new reforms were introduced, resulting in an over 30% decrease in Special Purpose Vehicle (SPV) permit applications compared to 2021–22 and 47% compared to 2020–2021. This has significantly reduced the administrative burden on industry, road managers and the NHVR.



We assisted the Port of Brisbane Corporation with the introduction of more productive 42.5m B-triples into the port area to support industry. We also assisted in the development of Australia's (and possibly the world's) first double-stacked B-double combination, in close collaboration with the Port of Brisbane Corporation, O'Phee and Drake Trailers and Qube. This innovative combination will significantly increase productivity over the existing Super-B and PBS A-doubles.

We designed and led the engineering testing to ensure these vehicles could safely travel the network and were able to verify the safety performance.

We partnered with industry and road managers to progress heavy electric vehicle trials and researched increased axle masses for these vehicles. Data collected will inform uptake scenarios and potential consequential impacts to government and industry, such as accelerated infrastructure wear or battery efficiency. It will also enable government and industry to co-design policies, regulations, infrastructure, technology and incentives to accelerate next-generation sustainable mobility and meet our climate targets.

To support this work and inform stakeholders, we have also published a Future Heavy Vehicle Roadmap. Our roadmap captures key future safety and environmental developments at their highest level, the identified regulatory barriers, and timeframes for when full commercial deployment is likely to occur.

In partnership with industry and road managers, we have supported the Australian Government review of the resilience of Australian road and rail supply chains. This review highlighted the importance of freight to communities, identified the most critical and vulnerable supply chains, and will help to inform action by the NHVR and governments on how to mitigate supply chain risk effectively and efficiently.



Heart of Australia mobile clinic.

We advised governments on infrastructure planning and investments to improve freight safety and productivity, such as TfNSW's South East and Tablelands Regional Transport Plan, and TMR's Inland Freight Route Investment Strategy. We contributed to the World Road Association's report on best practices, monitoring and regulation to reduce overloading and associated infrastructure damage on road networks. We also assisted the Productivity Commission's Australian Maritime Logistics System Inquiry and independent reviews of the *Ports and Maritime Authorities Act 1995* (NSW) and Port Botany Landside Improvement Strategy.

⊕ CASE STUDY

Quick action supports helicopter recovery

In March 2023, our Access team collaborated with defence and local authorities to obtain an emergency permit, ensuring the timely recovery of a downed helicopter near Jervis Bay.

NHVR staff played a crucial role in the recovery of an Australian Army MRH-90 Taipan helicopter that ditched into the water near Jervis Bay, NSW, during a routine training exercise. All 10 Australian Defence Force (ADF) personnel onboard were safely recovered and accounted for, with two members assessed for minor injuries.

In response to the incident, our Access team worked closely with defence, state, and local authorities to issue an emergency access permit under section 197 of the HVNL.

This collaborative effort took place out of hours, illustrating the crucial role the NHVR plays when working with other agencies to resolve time-sensitive, emergency situations. Consequently, the MRH-90 Taipan helicopter was safely recovered, and the site was contained by Australian Federal Police and port services personnel.

⊕ CASE STUDY

Going the extra mile for the Heart of Australia

Prompt action by our Access team helped to resolve a critical situation for Heart of Australia's mobile clinic, ensuring remote Queensland communities could access essential medical services.

NHVR staff rose to the occasion when Heart of Australia's mobile clinic encountered an unexpected challenge. The clinic's B-double (HEART 5) was recently outfitted with new equipment, causing the rear tri-axle group to exceed the regulated mass limits. Consequently, the vehicle could no longer travel the routes and networks previously authorised under their Class 2 Permit.

Faced with an urgent need to maintain healthcare services while addressing the vehicle's mass issue, Heart of Australia sought assistance from the NHVR. Our team rapidly developed a strategy to create single route permit applications for the HEART 5's priority routes during the transition period, allowing the vehicle to operate as a Class 3 B-double until it can be modified again to comply with Class 2 mass requirements.

The team worked tirelessly to process and escalate all necessary route applications, collaborating with road managers to secure timely resolutions. Their efforts ensured that the HEART 5 mobile clinic reached pre-planned appointments in remote Queensland communities where access to specialist medical services is essential.

The collaboration and communication between the Access team, Heart of Australia, and the various road managers demonstrate the importance of having a flexible and efficient approach to addressing unique situations. This case highlights the positive impact the NHVR can have on the lives of people in remote communities by supporting the safe and efficient transportation of essential services across Australia.

Harmonising access and loading schemes in the livestock and grain industries

During the year, we published the summary of findings from our consultation with industry on the Livestock Supply Chain Review (our *Improving Awareness and Practices in the Livestock Supply Chain – Issues Paper* was issued in 2020).

In June 2022, we released our Review of Livestock Mass, Dimension and Loading Arrangements – Discussion Paper for consultation. The discussion paper outlines our proposed approach to creating a more productive, single national scheme that will improve livestock loading scheme consistency, identify opportunities to improve productivity and enable improved compliance with the HVNL.

The consultation, which closed in September 2022, showed that industry would benefit from more guidance on how to meet HVNL obligations, particularly regarding mass management. Several stakeholders drew attention to inconsistency in jurisdictional livestock loading schemes and access arrangements.

We are accelerating the development and delivery of a new Registered Industry Code of Practice (RICP) to improve livestock industry awareness and understanding of mass and CoR obligations.

During the reporting year, we reached an agreement with TfNSW and the Victorian Department of Transport to make some policy changes to the New South Wales and Victorian notices governing the transport of grain under their respective grain harvest management schemes. In New South Wales, this will clarify the application of approved intelligent access systems to eligible vehicles and remove the need for qualifying vehicles to travel to the nearest grain receiver. In Victoria, it will update the description of eligible vehicles and remove the requirement for them to be enrolled in the Grain Harvest Management Scheme.

In both states, the requirement to carry the notice will be removed. Also, we obtained broad agreement to harmonise the reporting format from the participating grain receivers for information such as vehicle type and gross mass. We anticipate that these policy changes will come into effect in September 2023.

More bridges and culverts assessed through the Strategic Local Government Asset Assessment Project (SLGAAP)

We continued to deliver the Australian Government-funded SLGAAP, which engages external engineering consultants to carry out bridge and culvert assessments on local government roads across Australia. Applying a collaborative approach with engineers and local government, the project facilitates a better understanding of the condition and capability of council road assets. This information helps councils make more efficient, safe and productive heavy vehicle access decisions by increasing knowledge about asset capability.

Phase 2 of the project continued through the year with a significant procurement activity to appoint a panel of external engineering suppliers. The suppliers will provide a range of services, including asset assessment activities, bridge inspections and support for developing a 'Bridge Families' methodology and risk-based assessment, and Tier 1 bridge and culvert assessment guidelines.

The appointment of suppliers enabled a further round of engineering assessments, comprising 125 assets across 33 local government areas. The work commenced in April 2023.

Work on identifying over 2,000 priority heavy vehicle routes on local government roads was completed. These routes have been incorporated into the NHVR's online spatial system, and the validation process with local government commenced in May 2023. Once validated, the routes will become the focus of future assessment activity under the project.

A key objective of the project is to increase local government road manager knowledge and understanding of how heavy vehicles and bridges interact, which is a relatively new responsibility for local government introduced through the HVNL.

A modular e-Learning program is being designed with content for the initial foundation course underway for release later in 2023.

The project continued to provide input into improving the permit system used by road managers based on the knowledge gained through the assessment and research activities. This work contributes to the development of a smarter and more streamlined application process that will benefit local government and industry.





In recognition of the value of the project, the Australian Government announced in the May budget that SLGAAP funding will continue beyond 2024.

“A large number of our bridges are between 50 and 100 years old and determining their actual capacity in 2022 is difficult and expensive. The SLGAAP Program assisted greatly in our efforts to open up the network to larger and longer vehicles. We have obtained a much better understanding of our bridge network and how that affects the transport industry across our LGA, especially as we move forward developing our Riverina Intermodal Freight and Logistics Hub.”

Wagga Wagga City Council

“SLGAAP has provided Horsham Rural City Council with a much better understanding of the heavy vehicle capacity of our bridges. We knew that our bridges were old and not designed for current models of heavy vehicles, but we didn't know the extent of the issues. SLGAAP has helped us obtain drawings and information on our bridges that we didn't have previously. The SLGAAP team worked tirelessly to collect this information and we are now better prepared with our asset management system and heavy vehicle access management of our bridges. Thank you to the SLGAAP team who were swift in answering queries and running a complex project very smoothly.”

Horsham Rural City Council

Sharing technology and data solutions with road managers through the NHVR Portal

The NHVR Portal Asset module was developed in 2021 to capture core local government asset data and assessment reports. It now contains information on more than 4,000 assets, with accompanying engineering assessment reports for around 400 of them. Self-service functionality enables road managers to upload and publish asset data, engineering reports and related documents.

Work continues linking the prototype Asset Rapid Assessment Tool (ARAT) with the data captured in the NHVR Portal Asset module. The ARAT is designed to undertake simple Tier 1 heavy vehicle comparison assessments for specific vehicle configurations. Recently renamed the 'vehicle comparison tool for bridges', it will be made publicly available in a staged release during 2023–24, giving road managers and transport operators increased confidence when determining the best routes for heavy vehicle movements.

During the year, we continued migrating the existing pre-approval administrative processes to the NHVR Portal. Work will continue next financial year to incorporate linkages to the access permitting process. Ultimately, we will integrate pre-approvals with our geospatial systems.

We continue implementing a learning and development strategy to uplift knowledge and understanding of asset and vehicle interactions across all stakeholder groups.

This year, we published two more road manager e-Learning modules. The *Heavy Vehicles – Introduction* e-learning module provides comprehensive information about different types of vehicles, coupling types, mass limits, the PBS scheme, access objectives and management, vehicle standards, the Australian Design Rules, and the NHVR's compliance and enforcement activities. The Performance Based Standards module will provide a more detailed overview of the PBS scheme.

The suite of online training and education resources in our SLGAAP Knowledge Hub will continue to expand in 2023–24.

Our 2023–24 productivity deliverables

In the year ahead, we will:

- Deliver and maintain an industry- and government-supported access notice schedule, prioritised by safety and productivity benefits.³⁰
- Complete the implementation of automated operator pre-approval functionality in the NHVR Route Planner to reduce turnaround times.
- Undertake a pilot of the online Asset Rapid Assessment Tool and develop an implementation plan for roll-out to all road managers.
- Complete at least 200 capacity assessments of local government assets on priority routes through the Strategic Local Government Asset Assessment Project (SLGAAP) to optimise heavy vehicle access and connectivity across the network.
- Deliver the 2023–2024 actions from the Heavy Vehicle Productivity Plan 2020–2025.
- Develop and implement resources to support capability uplift of road managers for access decision-making, including e-Learning modules and a route assessment guideline.
- Deliver a single national enforceable network map to improve productivity and safety across the heavy vehicle sector.

³⁰ 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

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

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

Through the reduction of regulatory barriers when adopting higher productivity PBS vehicles, we are supporting industry to deliver the nation's freight task more sustainably.

We are working 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 driving their uptake.

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	2021-22 Result	Result	2022-23 Target	Performance	Target met	Page
Number of PBS vehicles ³¹	6,057	8,600	5%↑	42%↑	✓	30
Average age of vehicles in the national heavy vehicle fleet (years)	15.9	15.8	3%↓	0.3%↓	✗	30
Number of road manager pre-approvals for PBS networks	35	77	12.5%↑	120%↑	✓	30

Promoting the uptake of PBS vehicles

For over 10 years we have administered the PBS scheme – a world-leading program enabling Australia's heavy vehicle industry to match the right vehicles to the right task. It gives industry the opportunity to innovate with vehicle design to improve productivity and achieve safer performance while minimising impact on the environment and road infrastructure. There are four levels of PBS vehicles, with corresponding levels of road networks they can access.

Since its inception in 2013, the scheme has expanded rapidly, with an average growth of 23% year on year. On current trends the scheme will achieve 80% growth over the next three years creating pressure on our PBS team to manage the workload increase.

During 2022–2023, there were 2,319 new combinations added to the PBS scheme – an all-time high, with the total count of 17,900 PBS combinations approved to date. In June 2023, we achieved a record month in terms of PBS Vehicle Approvals issued – with 424 approvals.

In addition to improving safety and road access, we have continued to collaborate with road managers to expand access across the gazetted network. On 6 December 2022, we gazetted the *National Class 2 Performance Based Standards (High Productivity) Authorisation Notice*, enabling eligible PBS vehicles to travel on approved networks without a permit.

We are also continuing to work with local governments to expand the network to industrial estates adjacent to motorway systems. This collaboration culminated in the development of the *Queensland Class 2 Performance Based Standards A-double Authorisation Notice 2022 (No.1)*, providing improved and safer access from regional Queensland to the Port of Brisbane.

Furthermore, the NHVR engaged with TMR for the purpose of adding PBS vehicles to the existing national notices. Due to Queensland-specific PBS vehicle requirements, most of these vehicles will be added to the National Class 2 High-Productivity PBS notice.

The average age of vehicles in the national heavy vehicle fleet continued to decrease this financial year to 15.81 years (15.85 years in 2021–22). Unfortunately, we did not achieve our target of 15.37 years due to a decrease in heavy vehicle sales after the discontinuation of a federal economic stimulus package. On a positive note, over the last two financial years the average age of the heavy vehicle fleet has decreased by 6.6%, exceeding our target of 6% over the period.

Figure 1 PBS combinations cumulative

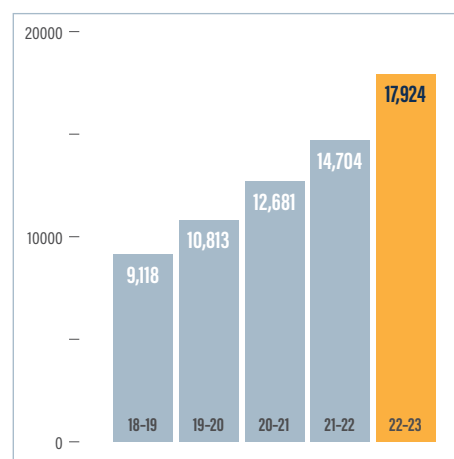
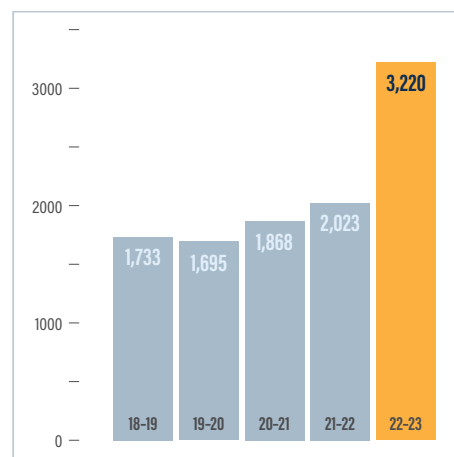


Figure 2 PBS combinations yearly



31 Total number of Vehicle Identification Numbers (VINs) for individual vehicles added into the PBS scheme during 2021–22.



In 2022–23, three-axle trucks towing four-axle dog trailers were provided with the option to operate outside the PBS scheme.

Optimising productivity and safety benefits while reducing administrative complexity

In December 2022, we introduced a simplified approach for selecting tyre options for PBS vehicles, by using a Generic Tyre List. This new approach moves away from the prescriptive nomination of tyres on PBS vehicle approvals to an approach that will allow industry to use any tyre of the specified size and rated load. This change has been welcomed by industry as it removes the burden of having to adhere to particular tyre brands and models, offering greater choice and operational flexibility for PBS vehicle operators.

From 22 November 2022, the following changes were introduced to the PBS Vehicle Approval (VA) document:

Removal of Operator Name

Removal of Operator Name makes the VA an authorisation of the vehicles listed on the VA regardless of who owns or operates them. There is no need to apply for and wait for the PBS Vehicle Approval to be transferred into the new company name when a PBS combination is sold from one operator to another. Subcontractors are also able to use the VA without transferring it into their company name.

Specification (Spec) Tables simplified

Spec Tables, listing vehicle components such as engine or suspensions fitted, contributed to the size and complexity of the VA document. These have been replaced by tables using a simplified format recording only the essential information on the Vehicle Approval – VIN, Make, GCM/ATM.

The *Performance Based Standards 2.0* Discussion Paper was released for consultation in December 2022. It outlines our vision for the future of the PBS scheme and the preferred option to further promote innovative approaches to heavy vehicle safety and productivity. Consultation on the discussion paper closed on 17 February 2023, although several extensions were granted to industry associations and jurisdictions, with all feedback received by mid-March 2023. A report will be completed later in 2023.

Delivering PBS marketplace review outcomes

We continued to work with TMR to obtain agreement on the updated Pavement Horizontal Loading Standard. The outcomes of this work, a modelling exercise which considered a number of agreed vehicles, has been presented to TMR's engineering executives. Further to this presentation, a summary report was drafted and provided to TMR for review.

During the year we completed the development of an Options Paper for Phase 2 of the review of the PBS standards, which includes consideration of the Low Speed Swept Path and Tail Swing standards. The Options Paper will seek stakeholder feedback on a preferred approach (from options presented) to the review of these standards.

Removing mass barriers faced by advanced emissions vehicles

We continue to work with the Commonwealth department and the National Transport Commission (NTC) on a mass concession for Euro VI and low emission vehicles. Now endorsed by Infrastructure and Transport Senior Officials' Committee Deputies, this work must be completed and implemented by 1 November 2024.

We also partnered with industry and road managers to progress the heavy electric vehicle trials in New South Wales, Queensland and Victoria. Research on these vehicles included infrastructure response to typically high axle masses and vehicle performance response to Australia's climate.

Promoting the uptake of autonomous, electric and hydrogen-powered heavy vehicles for better productivity and safety

We collaborated with government and industry representatives to inform the development of the *Future Heavy Vehicle Roadmap*, released in June 2023.

Its purpose is to provide a blueprint of how the heavy vehicle industry, including regulators, can plan for changes that will significantly affect the design, use and regulation of heavy vehicles in coming years. The roadmap captures key developments at their highest levels, the identified regulatory barriers and describes a potentially prioritised approach.

CASE STUDY

PBS Roadshows: Victoria and New South Wales

Our Chief Engineer, Les Bruzsa, Director Freight and Supply Chain, Paul Sariban, and PBS Mechanical Engineer, Matthew Mah, represented the NHVR at the industry-led PBS Roadshows held in Melbourne and Sydney in late 2022.

The workshop-style information sessions provided very constructive interaction between current and prospective operators and the teams involved in each step of the PBS process. The alignment of the PBS networks in Victoria and New South Wales was the focus across the two days.

TfNSW and V-DAQ hosted keynote presentations covering specific access requirements and on-board weigh systems.

Our team presented the history of the PBS scheme, the PBS process and the benefits of PBS to industry and the community. We also provided an insight into the future vision of PBS, including the current projects underway to improve the PBS scheme.

The seminars were well received with over 200 registered attendees across the two events, providing insights, knowledge and detail on the PBS scheme, current PBS networks and PBS access.

We support events such as these that provide a very effective way for PBS stakeholders to engage with industry, and share the most up to date in-depth knowledge and training on PBS. The seminars underscore how we work closely with road authorities and all stakeholders on promoting the operation of PBS combinations.

We acknowledge the vital role played by the teams from Advantia Transport Consulting, Mass Management, V-DAQ and BTT Engineering who hosted these industry events.

Supporting more sustainable local road access decisions

We prepared an "Offer to Market" for engineering suppliers to develop guidelines for bridge families and risk-based route assessment. A road asset assessment algorithm was developed. We conducted tests in the NHVR Portal in preparation for an automated low-risk road access permit application process and the overall streamlining of the road access permit application process.

A foundation e-Learning module content for road managers was also developed in preparation for its delivery through our first external stakeholder Litmos platform.

Our 2023–24 sustainability deliverables

In the year ahead, we will:

- Continue the phased delivery of PBS 2.0 to reform the PBS scheme by optimising productivity and safety benefits and reducing administrative complexity.
- Continue to deliver the outcomes of the PBS marketplace review.
- Implement reforms from the Commonwealth Safer Heavy Freight Vehicle Reforms package to facilitate uptake of safer and more efficient vehicles.³²
- Progress work to remove mass barriers faced by advanced emissions vehicles.³³
- Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, electric and hydrogen-powered heavy vehicles to improve productivity and safety.
- Contribute to and support state and commonwealth governments plans to achieve targeted emission reductions by 2030 and strategies to achieve net zero by 2050.

A new Brisbane City Metro electric pilot vehicle undergoing testing.



³² Deliverable from the NHVR's Heavy Vehicle Safety and Environmental Technology Uptake Plan.
³³ Ibid.



OBJECTIVE 4

REGULATORY CAPABILITY

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.

Our 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.

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	2021–22 Result	Result	2022–23 Target	Performance	Target met	Page
Average turnaround times for permit approvals (days) ³⁴	12.9	11.7	5%↓	9.3%↓	✓	34
Average turnaround times for PBS vehicle approvals (days)	6.5	6.8	10%↓	4.6%↑	✗	34
Customer satisfaction with the NHVR Portal	75.8%	77%	≥75%	1.6%↑	✓	35
Customer satisfaction with the NHVR website	70.5%	73.8%	≥73%	4.7%↑	✓	37

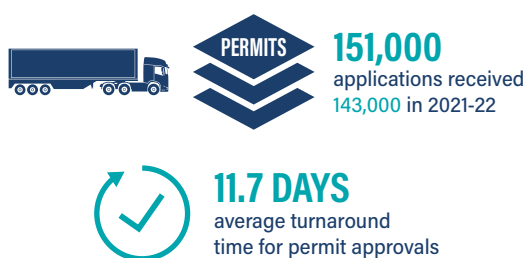
More permits with a faster turnaround time

We work with operators and over 530 road managers across state and territory authorities, local governments and other entities to facilitate applications for permits for road access by heavy vehicles and to make the issuing of permits faster and more efficient.

Demand for permit applications continued to rise with a record 151,000 applications received (compared to 143,231 the previous year). This increase was due to various factors, including significant growth in the heavy vehicle industry, an increase in single-trip permits due to growth in the crane sector, an increase in significant construction projects, and permits required in response to unprecedented flooding events.

Despite the increase in permit requests, processing times continued to improve. The average turnaround time for permit approvals reduced to 11.7 days.

Processing time across all application classes decreased by over 33% from an average of 2.11 days in 2021–22 to 1.4 days in 2022–23. This was achieved by staff development, increased system capability, and process improvements.



PBS vehicle approval turnaround times

Demand for PBS vehicle approval applications continued to increase in 2022–23. June 2023 was a record month for PBS Vehicle Approvals with 424 applications approved compared to our previous record of 363 in July 2022.

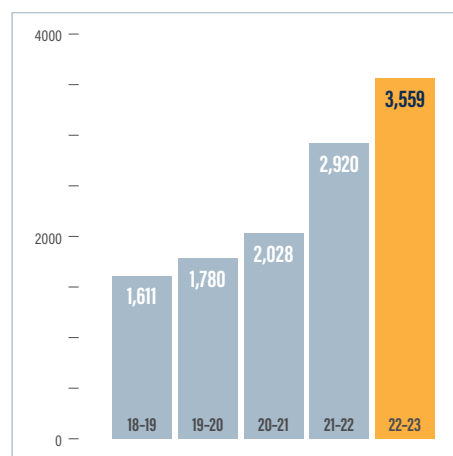
The total number of PBS vehicle approvals issued in 2022–23 was 3,072 – our biggest number on record. For comparison, 2,561 vehicle approvals were issued the year before.

The average turnaround time for PBS vehicle approvals over the year was below our target at 6.79 days against an NPM target of 5.84 days. This was against the background of a 23% year-on-year growth in the scheme, resulting in unprecedented levels of Vehicle Approval applications. We were able to manage this workload more effectively having achieved a 54% decrease in turnaround times in the previous year.

Processing time for pre-advised designs and variations averaged a turnaround time of 8.9 days, while design approvals requiring the PBS Review Panel's approval averaged 36.2 days.

A PBS Operations Per-Layout program is underway to future proof the PBS Vehicle Approval process as demand for services continues to increase. During the year, internal consultation was completed, and an external consultation document was released for feedback.

Figure 3 PBS vehicle approvals issued yearly



Creating borderless regulation through National Services Transition (NST)

The transition of heavy vehicle regulatory services in New South Wales to the NHVR was a key development in creating truly borderless regulation and service delivery for the heavy vehicle industry. Since commencing the NST Program in 2016, we have provided the opportunity, through the creation of a single on-road workforce, for the use of new computer systems and streamlined processes to aid the consistent delivery of regulatory services across borders.

³⁴ Includes NHVR, road manager and customer turnaround times.



Our CEO meeting transitioning NSW employees.

As the number of staff grows through transition so too does our collective knowledge and experience. It has allowed us to identify and refine best practice processes and procedures and apply them nationally.

We have made it easier to ensure all staff receive the same training aiding the consistent delivery of regulatory service. Highly specialised and skilled teams now seamlessly deliver services across borders.

The NST Program continues as we work with TMR in Queensland to deliver borderless regulatory services in the sixth participating jurisdiction.

In late 2022, we presented our concept of operations for the delivery of services in Queensland after they are transferred to the NHVR. The concept of operations details how we will deliver services and expand some of them. This includes a special focus on borderless operations on strategic freight routes around locations like Goondiwindi on the New South Wales and Queensland border.

We commenced the planning and delivery phase of our transitioning work in Queensland and are on track to transition services from TMR in early 2024.

Enhancing the customer experience through the NHVR Portal

Following a successful 12-month trial in 2022, we launched the online NHVR Portal – Compliance Module, enabling operators to effectively track and manage defects for their entire fleet. As part of encouraging a self-management approach to compliance, this service is now available for all vehicles registered to an operator, and for all vehicles in an operator's NHVAS accreditation. Feedback has been overwhelmingly positive, and we are working on sharing additional safety and compliance information through the new Compliance Module.

As part of our commitment to make tailored fatigue management accessible to industry, we released a new digital application pack for Advanced Fatigue Management (AFM). The new AFM application pack has reduced 40 pages of paperwork into an online tool. It includes a step-by-step process with templates, real world work and rest hour examples and risk controls so there is no need for a user to start from scratch.

A fully digital PBS Design Approval application process went live in April 2023, laying the foundation for the full digitisation of the

PBS application process. This enables fully automated vehicle certification assessments and automated access decisions.

Use of the NHVR Developer Platform has continued to grow with over 500,000 data requests serviced in 2022–23. The NHVR Developer Platform enables access to datasets stored in the online NHVR Portal for data-sharing with heavy vehicle operators, road managers and third parties. These datasets include permit applications, vehicle registrations and road access consents, which can be leveraged in our customers' own systems, unlocking processing efficiencies and reporting insights.

During the year, more than 11,000 new users registered for the NHVR Portal, bringing the total number of registered users to more than 66,000. Customer satisfaction with the NHVR Portal also increased – to % from 75.8% in 2020–21. We are continuing our work to enhance the Portal.

On the road to a single national network map

Following on from the online release of the Next Generation Route Planner in May 2022, significant work has been undertaken this year to support transition to its full adoption. By 30 June, over 95% of new and amended road access permit applications (approximately 4,500 applications per month) were made via the Next Generation Route Planner.

Following on from strong progress in conflating state maps and networks onto the single national map, the first half of the year saw the release of new road management tools for the national mapping solution. Rollout across the ACT, South Australia and Victoria has seen increasing adoption of the tools, which allow road owners to self-manage road segments, including correcting road ownership records. Since the release of these tools, more than 5,700 requests have been processed for road ownership changes, covering more than 21,000 road segments. Our focus for 2023–24 is adoption by the remaining jurisdictions.

In the second half of the reporting year, the first of the new network management tools was made available to a small set of users. The tools have been made available for the management of all network maps in the Australian Capital Territory and have also been utilised to quickly develop and deploy emergency networks in South Australia. The rollout to all road managers will follow a similar pattern to road management tools, with initial availability in Victoria, South Australia and the Australian Capital Territory, closely followed by the remaining states by the end of 2023–24.

Using the NHVR's National Regulatory Model to identify the greatest regulatory risks

Developed in consultation with our jurisdictional partners, the National Regulatory Model (NRM) articulates our risk-based approach to heavy vehicle regulation. This approach uses valid and reliable data, information and technology to:

- inform the prioritising of our regulatory efforts
- deliver the appropriate mix of regulatory activities
- demonstrate safety, productivity and efficiency outcomes for the heavy vehicle industry and the broader community.

The Model is supported by a three- to five-year NRM Implementation Program. Since the program began in December 2020, all active projects have transitioned into business-as-usual. Reporting on the NRM Implementation Plan has now concluded.

Through the NRM projects, we have developed an overarching strategic policy to more clearly define the NHVR's regulatory approach, including developing a Regulatory Intervention Strategy. We have also built a number of algorithmic and risk profiling tools to assist in identifying the greatest safety risks and allocating resources to address them.

Tailoring intervention strategies to the highest risk drivers and operators

Our SCRP is the foundation for all NHVR safety and compliance information storage, analytics and reporting functions. It combines registration, crash, defect, intercept and infringement data with information from the NSCN, such as location and direction, which we use to generate profiling reports to identify operators, vehicles, drivers and infrastructure of regulatory interest.

Using this combined data, our Road Monitoring Tool applies sophisticated, automated algorithms to assign levels of risk to journeys, drivers and operators based on multiple factors drawn from the SCRP, validated continuously by field trials.

Importantly, this technology helps address three priority safety issues – fatigue management, mechanical compliance and repeat offending. Additional algorithms focusing on unregistered vehicles were field-tested during the year and are currently in use.

Compliance and safety risks relating to driver fatigue identified through travel time breaches, and mechanical risks detected through vehicle identification, are sent to our SCOs via the RCMS app, delivering real-time alerts so that they can take appropriate action in relation to heavy vehicles engaged in high-risk journeys.

Data-led insights allow us to tailor our intervention strategies to proactively prevent serious injury from the highest risk drivers and operators, optimising resources to reduce unnecessary expenses from random road intercepts. This means that we can focus on the vehicles and operators posing the greatest risk to human life, therefore generating greater safety, productivity and efficiency outcomes.

Expanding the reach of our Regulatory Compliance Mobility Solution (RCMS)

In the 2022-23 period, the NHVR RCMS continued its evolution and adoption activities with 67,000 on-road intercepts now completed since it was first introduced in late 2019.

Our RCMS is a proprietary, cloud-based application used by our SCOs to complete risk profiling and targeted enforcement while on the road. It connects to a central database of safety and compliance data in real time, providing SCOs with access to driver and vehicle information. The RCMS boosts our roadside

SCO Nicole test piloting a new NHVR drone.



ability to target high-risk offenders, administer digital notices and send intelligence data back to the database.

In 2022-23, the RCMS was enhanced to include capabilities for investigation functions, real-time alerts and tasking, as well as being licensed for use by other jurisdictions to expand the RCMS's reach across Australia.

Significant improvements were also made to the RCMS to enable Main Roads Western Australia to adopt it for their heavy vehicle mobile compliance activities within that state.

Further enhancements were introduced to allow SCOs to generate offence reports and to undertake information capture activities more effectively. This streamlines the workflow and communication process between SCOs and the appropriate NHVR business units. The introduction of the Enhanced Fatigue Assessment feature within the RCMS strengthens SCOs' ability to assess driver fatigue, contributing to enhanced road safety measures, and improving the effectiveness of our compliance and enforcement efforts.

The ongoing RCMS Program will focus on extending its heavy vehicle mobile compliance capabilities to facilitate adoption by the newly transitioned NHVR Central Region and the future transition of responsibilities from TMR in Queensland. This is an important element in our establishing an NHVR Northern Region operation.

As part of the expansion of the RCMS, external law enforcement agencies, including state-based policing agencies (initially SAPOL, with VICPOL to follow shortly) have been granted access to RCMS for the purpose of evaluating its use to support their heavy vehicle roadside compliance activities.

This access allows external law enforcement agencies to view crucial NHVR heavy vehicle compliance data, receive real-time alerts regarding the location of high-risk heavy vehicles, and

obtain valuable vehicle footprint information for heavy vehicles. These expansion projects are aimed at broadening the reach and impact of the RCMS, with a primary goal of strengthening road safety and heavy vehicle compliance enforcement.

Making information more accessible to our customers

Mobile usage of our website remained steady with 41.2% of users using a mobile device to access our website. Updates to the website have a greater emphasis on mobile first or mobile responsiveness.

Our accessibility toolbar (*ReciteMe*) had an average of 500 users every month with 97% using the English screen reader function (read text aloud).

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 commenced work on further improvements in line with the WCAG 2.2 which is to be released by the end of 2023.

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.

During the year we made a net reduction of 100 PDF documents and 30 FAQs from our website. The information from these documents was incorporated into new and existing webpages. This has improved the search functionality of our site and external search engines such as Google. Visitors can more easily find the information they seek.

Work undertaken in this area included:

- search term improvements (i.e. identifying the top search terms and modifying the search parameters to ensure visitors view the correct information)

- improving the cross-referencing of information between the access and mass, dimension and loading pages and removing duplicated information
- updating the fatigue management section of the website with improvements as part of a plain English review.

We completed our Road Manager Online Information Hub. This now provides a single central location on the NHVR website that links to all relevant sources of road manager support and information that we provide. As part of this process over 80 pages and resources were reviewed and updated.

Some of the key benefits for road managers include:

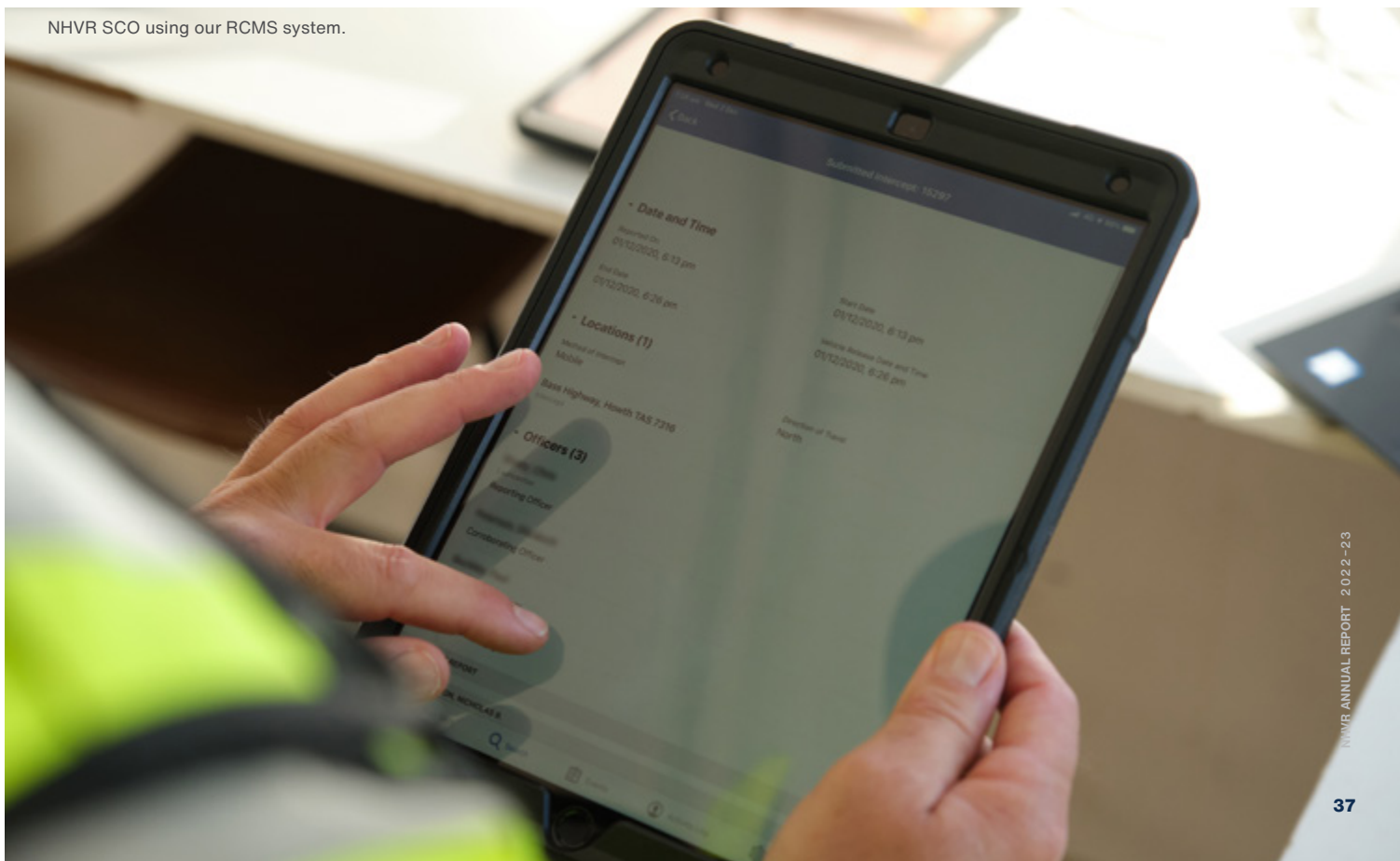
- the ability to self-service more of their enquiries, thereby reducing calls, assisting with infrastructure access processes and lessening the risk of misunderstandings
- a better understanding of their roles and responsibilities under the HVNL and awareness of available NHVR resources and support.

This work has contributed to an overall customer satisfaction rating for the NHVR website of 73.8%. This meets our NPM target of 73% and is a 4.7% increase on our 2021–22 score (70.5%).

In the year ahead, we will:

- Add more images and diagrams to our content to assist people with low literacy levels and who use English as a second language.
- Continue to remove another 100 PDF documents to help improve search and information accuracy.
- Make further improvements to the Road Manager Information Hub with a particular focus on integrating it with the NHVR Portal.
- Optimise key landing pages like our homepage and contact us page to help connect customers more directly with the information that they need.

NHVR SCO using our RCMS system.



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	2020–21 Result	Result	2022–23 Target	Performance	Target met	Page
Employee engagement	75.5%	71%	≥75%	6%↓	⊗	38
Employee turnover ³⁵	12.7%	12%	<10%	5.5%↓	⊗	40
Lost Time Injury Frequency Rate ³⁶	1.3	3.3%	<9%	3.3%	⊙	40
Total Recordable Injury Frequency Rate ³⁷	2.6	6.5%	<7%	6.5%	⊙	40

Embracing and adapting our culture

After several years of preparation and planning, the NHVR welcomed 310 former TfNSW employees into the NHVR. This transition, which occurred in August 2022, included on-road compliance and enforcement services and the management of over 200 existing heavy vehicle inspection stations, safety stations and on-road enforcement sites across New South Wales.

We also assumed responsibility for the delivery of vehicle inspections, investigating and prosecuting serious offences, including breaches of primary duties and monitoring heavy vehicle access compliance through the Intelligent Access Program.

Growing our workforce by approximately 43% created an opportunity to develop our organisational leadership, communication, consultation and adaptability. We are proud that we are successfully blending the best of both cultures to form 'One Team' within the NHVR as we seek to harmonise processes, safety standards and performance.

During the significant organisational growth and change, we continued to deliver on our Cultural Change program and delivered various programs and initiatives to improve workplace culture and staff engagement.

In December 2022, we conducted our annual Culture and Engagement Survey with 82% of employees participating (compared to 80% in 2021). Our corporate aspirational target of positive engagement at or above 75% was not amended, regardless of the potential impacts of transition for Central Region staff, organisational restructures, disaster management or COVID-19 on the overall outcome.

Retaining this ambitious target enabled us to understand better the baseline culture for our transitioned employees who joined us four months before the survey was conducted.

Against this background, we were encouraged that our overall score for engagement in 2022–23 was 71%, notwithstanding a 4.5% reduction from 2021's record score of 75.5%.

The NHVR remains consistently above industry benchmarks for both response rates and engagement across almost all Australian public service jurisdictions.

The feedback and themes for improvement that our staff have provided to us have been shared across the organisation, with refreshed initiatives continually rolling out to address the identified improvement areas.

We have also used the feedback to inform our Cultural Change Strategic Framework planned for delivery in 2023–24, including:

- Introduction of a wellbeing framework, delivering Mental Health First Aid training and a series of financial support seminars in partnership with Westpac and Australian Retirement Trust.
- Improvements and enhancements to our integrated payroll system, including specific reporting.
- Bulk recruitment campaigns targeted to increase the number of our on-road officers in regional locations.
- Improved recruitment and onboarding experiences.
- More learning and development opportunities.
- Expanded options for rewarding and recognising our staff.

Each of the NHVR's Executives are active and engaged sponsors for our strategic initiatives which ensures commitment and action is seen and felt by our employees.



Michelle Tayler is the Executive sponsor of diversity and inclusion and has been the face of numerous events and initiatives such as International Women's Day and National Reconciliation Week.

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.



Access Support Officer Beth Mentiplay, Accreditation Facilitator Kirk Straughen and Operation Consent officer Karen Sutch.

Supporting workforce diversity and inclusion

We encourage and recognise that a diverse workforce is integral to our success, and we value the unique blend of knowledge, skills and perspectives which our people bring to the workplace.

During 2022–23, we celebrated important national events such as International Women’s Day, the International Day Against Homophobia, Biphobia and Transphobia, National Reconciliation Week and NAIDOC Week. These events are profiled and celebrated by employees in the NHVR who volunteer to share their personal connection, dispel myths and champion inclusivity.

Externally, we are now partnering with organisations such as Women in Technology and the Diversity Practitioners Association to increase our organisational impact and understanding of how to strengthen inclusivity.

Ongoing training in inclusion for our managers is having a positive impact. Our staff report very high levels of inclusivity in the workplace.

Question	% positive feedback
My colleagues show they genuinely care about my well being	82%
I can count on my colleagues when teamwork is needed	86%
I can be my authentic self at work	75%

We also completed the NHVR’s first gender pay gap analysis which demonstrated a high degree of confidence in the processes, approaches and governance of the NHVR’s remuneration practices. The detailed analysis based on data from the previous financial year centred on systemically reviewing any gender pay gap through four lenses:

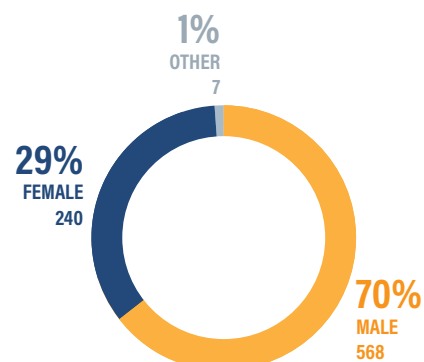
- whole of organisation
- leadership level of work
- job family
- additional hours such as overtime.

While there is no evidence of gender pay gap in our non-Executive, Compliance, Service Delivery and Data and Technology roles, we have adopted several recommendations to ensure our rostering management and commencement salaries are consistently and fairly determined through an evidence-based lens.

Workforce profile



Figure 4 Gender diversity



Our workforce numbers increased by approximately 43% on 1 August 2022, following the transfer of heavy vehicle regulatory responsibilities from New South Wales. This was our largest increase in the workforce since the NHVR's establishment. The transitioned workforce radically altered the core demographics of the NHVR. For example, the NHVR's gender ratio has reduced from 58:41 to 70:29 (M/F). Prioritising initiatives to address this gender imbalance for our on-roads workforce will commence in 2023–24.

Our employees are dedicated to NHVR training, with consistently excellent completion rates (over 90%) for our corporate induction training and mandatory compliance training modules.

We actively monitor retention across all our job types and locations to better understand what motivates our employees to remain with the NHVR. In line with the Australian trend for increased job mobility (nationally at 9.5% for the second year in a row), most turnover in the NHVR is in professional roles. Voluntary turnover peaked during the first quarter of 2022–23 and steadily decreased during the financial year.

During this period, we reviewed and improved our exit interview data and compared the results against those of our culture survey. Initiatives to boost retention have been included in our talent and succession planning and risk discussions. Specific onboarding surveys are assisting us to better understand how to enhance the first twelve months of our employees' careers in the NHVR.

Harmonising our leadership toolkit

Most senior staff in the NHVR transitioned to us from other state-based road agencies.

Such diversity of experience required us to develop a leadership language that harmonises our approach to implementing our core value that 'people matter' across our organisation.

We delivered five custom-designed practical modules to our senior staff as part of our focus on uplifting and harmonising our leadership capability. These foundational modules include coaching for performance, effective communication, delegation, strategic decision making and tackling unconscious bias. Our Leadership Capability Program called Your Leadership Toolkit was voluntarily attended by more than 60% of our leadership cohort (from director level to front line supervisor level). The feedback which they have provided regarding the quality of the program has been overwhelmingly positive (within the 90th percentile) with regards to:

- Understanding and applicability of the tools, models and techniques covered.
- Quality of session delivery, learning experiences and resources provided.
- Connection to NHVR's Leadership framework in reference to levels of work and leadership competencies.

These programs have been supplemented with:

- Dedicated topic-based training facilitated internally.
- 360-degree feedback surveys.
- Dedicated leadership programs for our operational leaders to form a national operations team.

Leadership is one of the strategic capabilities which we have identified, together with communication and project management. To address these areas, we have established a new partnership with the Australian Graduate School of Management (via the University of New South Wales) to co-design bespoke training modules. These programs will be delivered throughout 2023–24 and represent our ongoing investment in building core skills systemically across the organisation.



Campaign Manager Holly Taylor with team member Thaddeus Newman-Dennis.

The implementation of talent and succession planning exercises was expanded to our wider manager level in 2022–23. This enables us to better understand business critical roles, succession bench strength and develop proactive development, rotational and retention plans.

Safeguarding employee health, safety and wellbeing

Our core 'People Matter' value is consistently demonstrated through our commitment to the safety and wellbeing of our staff.

During 2022, with the increase in overall staff number of approximately 43%, we had three Lost Time injuries, two more than recorded in 2021–22. This resulted in a Lost Time Injury Frequency Rate for the year of 3.26, still well below the Public Administration & Safety – Regulatory Services industry benchmark of 7.6. Our Total Recordable Injury Frequency Rate for the year was 6.52 injuries per million hours worked.

We continuously reviewed National and State data and advice as well as seeking independent advice to ensure our COVID-19 Risk Assessment and management approach adapted to the changing circumstances. This meant we could safely maintain our operations and on-road intercepts, while mitigating the risks posed by the pandemic in 2022–23. We had consistently lower rates of transmission than the wider community. We are continuing to take appropriate measures to protect the health of our staff and customers.

In line with our external commitment to industry safety, we developed and implemented our own internal Workplace Health and Safety (WHS) Auditing and Assurance Framework. This allows us to ensure that the identified Critical Risk Safety Management System (CRSMS) is reviewed to identify system weaknesses, verify the effectiveness of risk controls and to assure NHVR management that we are meeting WHS obligations. During the year, audits were conducted on Body Worn Cameras and Fleet Management/Road Worthiness.

An independent risk assessment by SafetySure was conducted against Safe Work Australia's Model Code: Managing psychosocial hazards at work. This assessment examined how we can improve our wellbeing framework and further develop our ability to identify, support and manage psychosocial risks in the work environment. This has resulted in a specific 'Healthy Systems of Work' approach to our WHS program of work.

Outcomes from these assurance audits have seen positive results with a significant reduction in incident reports being made against these critical risks. We will continue to advance CRSMS next financial year, ensuring we maintain appropriate mitigation of our highest risk areas and robust safety practices across the organisation.

Expanding our health and safety approaches to wellbeing in the workplace has led the NHVR to introduce a Wellbeing Framework. This framework and the subsequent wellness activities represent our commitment to ensuring a mentally healthy, well and effective workforce. Some initiatives our staff have embraced include access to a Fitness Passport (physical movement focus), complementary financial wellbeing sessions (management of financial stress and transition), mental health first aid and general first aid training.

Importantly, we continued to build awareness in relation to domestic violence. We hosted a White Ribbon Day seminar featuring Simone O'Brien, a survivor of domestic violence. Simone shared her knowledge and experience to educate staff on recognising and addressing such situations and the available support networks.

In January 2023, we commenced a series of financial wellbeing information sessions for staff. Twelve sessions were held over the first six months of 2023.

Streamlining workforce solutions

Our new e-recruitment system has improved our ability to effectively manage recruitment campaigns, candidate portfolios and advertising. Our goal was to improve the candidate experience from sourcing through to onboarding. Our average time to fill vacancies has reduced to 32 days and now provides a values based, customer-centric recruitment, selection and onboarding process.

Recognising employees

We launched our formal Employee Awards ceremony celebrating employee achievements and success across three award categories: Chairman's Award for Excellence, CEO's Award for Innovation and NHVR Customer Champion Award. We received a record 88 nominations across the three award categories in 2022–23.

Throughout the reporting year, we have continued to acknowledge NHVR employees who have reached their five- and ten-year employment milestones. We also acknowledged the overall tenure of 208 of our transitioned employees who reached 10, 20, 30 or 40 years of service in the heavy vehicle industry. These are significant achievements and demonstrate the depth of experience and capability of our workforce.

Our 2023–24 employee-related regulatory capabilities deliverables

In the year ahead, we will:

- Complete the transition of HVNL regulatory services from Queensland to the NHVR, as well as the programmed vehicle inspection service.
- Develop an assurance and standards framework for the national risk-based heavy vehicle inspection scheme in consultation with jurisdictions and industry.
- Contribute to the development (and implementation as required) of policy reform proposals for the HVNL Review, including in relation to the regulation of fatigue, accreditation and access.
- Finalise broader industry access to compliance information through the NHVR Portal.
- Deliver the NHVR National Spatial Program to provide a nationally consistent and dynamic route-planning platform for the heavy vehicle industry and road managers.
- Provide information and education tailored to a diverse industry through regular, targeted engagement.
- Continue to improve the accessibility and usability of the NHVR website through our Digital Accessibility Program.
- Continue to build a strong internal safety culture to protect our staff and to ensure the safety of the activities they undertake.
- Enhance the capability of the NHVR's leaders and staff through relevant training.



Senior Prosecutors Will Sit and Eric Navea.

ENGAGING WITH OUR STAKEHOLDERS



We work proactively with our stakeholders to continuously improve how we perform as a regulator and ensure we understand and respond appropriately to their concerns and needs. By regular and targeted stakeholder engagement, we are helping to achieve our vision of a safe, efficient and productive heavy vehicle industry. We continue to provide timely and targeted communications that offer relevant information and education to the heavy vehicle road transport industry and the public.

Contact Centre continues to deliver a better customer experience

Our in-house Customer Contact Centre continued to provide a very high performing service to callers despite a 13% increase in demand on the previous year. A total of 59,162 calls were answered (compared to 52,213 in 2021–22).

Most callers (90%) received assistance or a solution immediately. Our average call answer time remained high with 90% of calls answered within 30 seconds.

For the second year in a row, we successfully achieved a 96% customer satisfaction rating (based on 16,397 post-call surveys). Our customer satisfaction surveys also continued to return a very high (30%) response rate, illustrating the strong relationship between the NHVR and our customers.

We responded to 12,675 customer emails and web enquiries throughout the year, which we acknowledged within one business day, and we provided a timeline for issue resolution when necessary.

Recognised for customer service excellence

In October, we received the 2022 Service Champion Award for the Customer Service Organisation of the Year – Government/ Not for Profit category at the Customer Service Institute of Australia (CSIA) Australian Service Excellence Awards.



We are very proud as a young and evolving organisation to receive this award in addition to being a nominated finalist in the Service Excellence in a Small Contact Centre category. Our counterparts in both categories are all longstanding and prominent organisations; some of which are more than a century old.

Earlier in the year we received our International Certification for Customer Service (ICS). The Certification process involved meetings between the CSIA auditor and customer champions from across the business in an extensive evaluation of

customer experience touchpoints. Evidence-based reporting in response to the ICS standard was also required.

Our recent award and certification validate our hard work in seeking to achieve excellence as a customer-centric organisation. Certification gives us confidence that our documentation, processes, and procedures are aligned with customer experience best practice.

Building a customer-centric organisation

We continue to support our commitment to upholding the highest standard of customer service excellence.

Our Customer Experience and Human Resource teams worked closely this year to embed customer-centric principles into recruitment, selection and onboarding practices.

Recruitment strategies were developed to specifically target people who share our commitment to a safer heavy vehicle industry. We launched an updated onboarding portal for new recruits, providing vital information about our customers and business.

Our customer experience resources provide deeper insight into identifying specific customer dissatisfaction points and how best to resolve them. A Target State Experience Map focusing on the accreditation process for operators was added to the suite of customer-centric resources available to staff.

Specialised customer care where it's needed

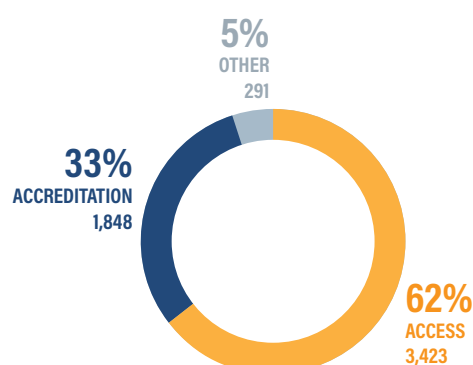
We successfully triaged complex customer enquiries and reduced demand on our Contact Centre enabling us to solve customer problems faster.

Our Hypercare team was renamed as the Advanced Customer Support (ACS) team in March 2023. The Hypercare team was originally established in 2016 to support the online NHVR Portal go live project. Since then, the team's responsibilities have grown to incorporate a more customer-focused approach spanning multiple NHVR business units.

ACS is now the NHVR Portal support for Road Managers and external customers (including the escalation for the Call Centre). A team of three staff provides support for complex operational and technical issues requiring a more advanced understanding and ability to operate within the NHVR Portal.

The ACS team received 5,766 calls in 2022–23, compared to 6,544 the previous year. The majority of calls are referred from the Contact Centre (almost 3,000), followed by direct calls and emails to the team. Road access related issues continued to be the most common query.

Figure 5 Calls per business area within the NHVR



CSIA auditors meet with NHVR customer champions.

Listening to our customers

Continuous feedback from our customers is critical to our ability to respond effectively and efficiently.

This year we launched a Voice of the Customer (VotC) program allowing business units who have received feedback through their personal or group emails to record data for organisational reporting purposes.

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

VotC provided key insights into where our business units can improve, allowing teams and individuals opportunities to grow, develop and mature.

All complaints are managed in line with our Customer Complaints Management Policy, which is published on the *Contact Us* page of our website, where our Customer Service Charter is also located.

We received a total of 72 complaints in 2022–23 – a 71% increase from 42 in the previous year. Complaints regarding compliance were the most received (28%), followed by staff (22%) and road access permits and applications (14%). The transition of services from TfNSW to NHVR operations from 1 August 2022 was the main contributor to this increase.

The average time to resolve complaints increased from three days in 2021–22 to five days in 2022–23. This increase is due primarily to the complex resolution of three online service complaints that required 22 days on average to resolve.

Our customers registered 42 compliments through our Contact Us page this year, a 40% increase on the previous year.

Connecting with our customers to enhance education on key safety risks

Our social media platforms are vital engagement channels for anyone seeking specific information or assistance, and for us to reach a large audience in real time.

In 2022–23, our social media platforms received over 17 million impressions. Our content was strategic and predominantly directly related to the key safety risks that our SCOs see on the road, our Contact Centre Operators hear on the phone and via email, and our Stakeholder Engagement team discusses when engaging with industry.

Some key topics we identified through other NHVR business units and then promoted through social media included over-height trucks, work diaries, load restraint and weighbridge education.

Our social media posts were engaged with (liked, commented on or shared) more than 1.2 million times across Facebook, LinkedIn, Instagram and Twitter, and our audience across these channels increased by over 20% resulting in 13,000 new followers.

Working with industry

Our Stakeholder Engagement team held 19 roadside information days during the year, receiving positive feedback from industry. The team also held 32 individual meetings with Road Managers and 13 Road Manager forums across all states.

In addition, two Industry Reference Forums were conducted, bringing together stakeholders from various industry associations, partner agencies, operators and NHVR staff.

Targeted industry visits continued to address key safety issues including access, fatigue, SMS and CoR. We successfully facilitated a series of online Road Manager webinars to provide timely updates on notices and access related topics. Online forums focused on spatial and SLGAAP information also proved popular during the first half of 2023.

Contributing to national policy development

We continue to provide a conduit to policy development with jurisdictional, industry and government decision-making entities. Where appropriate, we actively propose policy ideas and briefs. We also work collaboratively with stakeholders to provide input to policy positions.

Our Intergovernmental Relations team plays a vital role liaising with Ministerial offices and jurisdictions to highlight the NHVR's direction in relation to such issues as the HVNL Review, road access enhancements and the barriers confronting the uptake of zero emission heavy vehicles. The team also ensured our ELT was kept abreast of state and territory infrastructure and transport legislative agendas.

Engaging with our regulatory partners

To facilitate the engagement of transport agencies (including those in the Northern Territory and Western Australia³⁸) and police agencies in the strategy and operations of the NHVR, three groups have been established:

- National Operational Planning Group (NOPG)
- National Operations Group (NOG) (of which the Northern Territory and Western Australia are not members)
- National Strategy and Policy Group (NSPG).

The first two are operationally focused, while the NSPG is the mechanism we use to consider and develop nationally significant heavy vehicle regulatory policy, strategy, standards and initiatives. All three groups have representation from jurisdictions, with the NTC and police agencies invited as observers on the NSPG. Police also attend the NOPG and, by exception, the NOG. We have 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 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 for WHS or environmental protection, we operate on a case-by-case basis for individual matters.

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

Backing industry safety initiatives

Since 2016, we have administered the HVSI program on behalf of the Australian Government, as part of the Government's commitment to improving road safety 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, and which deliver tangible improvements in heavy vehicle safety.

Over the past seven years, the program has invested over \$33 million into 132 projects. The 2022–23 program saw 15 projects receive funding to the total of \$3.9 million. A further \$1.7 million was provided to the one-off CoR training grant program.

Detailed information regarding the projects that received support is available on our website.

A further \$4.17 million was made available for Round 8 of the program in 2023–24. Applications were required to directly address at least one of the themes of safer drivers, safer vehicles or safer road use.

Collaborating for better outcomes

We continue to form partnerships and invest in sponsorship opportunities that align with our values and strengthen our relationship with industry.

In 2022–23 we formalised a partnership with the Safer Australia Roads and Highways (SARAH) Group to provide vital support for annual National Roads Safety Week (NRSW) initiatives.

The SARAH Group works with road safety stakeholders at local, state and national levels to foster improved road safety awareness and responsibility by drivers. Our shared strategic vision of safer drivers, safer roads and safer journeys complements SARAH and NRSW activities towards harm minimisation.

The 2022–23 financial year was the final year of our three-year \$150,000 partnership with the Healthy Heads in Trucks and Sheds (HHTS) Foundation to improve psychological safety and physical health across the heavy vehicle and logistics industries.

The not-for-profit organisation helps industry leaders, managers, business owners and workers tackle specific challenges regarding mental health and wellbeing. It is the first mental health initiative directly driven by industry, customers and others across the supply chain at all levels. Funding was provided to enable drivers and logistics workers to have access to the best possible information, resources and support. HHTS also received funding through the HVSI program.

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:

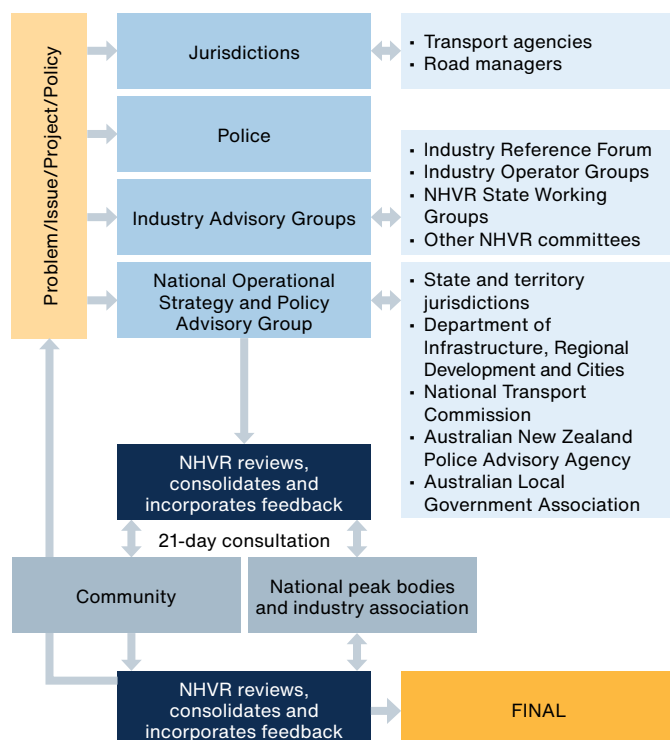
- heavy vehicle industry and supply chain participants and the logistics community
- state, territory and Commonwealth governments, ministers and officials
- police agencies and local governments and participating jurisdictions
- industry unions and associations
- community groups e.g. road users or 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 6 Our Stakeholder Engagement Process





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 two 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 Heavy Vehicle National Law (HVNL), and fully reflects all relevant legislation and government policies that directly affect us in our capacity as Australia's heavy vehicle regulator.

OUR BOARD

Our Board comprises five members appointed by the Queensland Minister on the unanimous recommendation of the responsible Ministers. The Board's functions under s 664 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 and immediate past president of the Queensland Trucking Association, and a Board Member and Chair of the Skills and Workforce Committee of the Australian Trucking Association.

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 Commissioner at the Australian Transport Safety Bureau and member of the Finance Committee of Edmund Rice Community Services. She is also a past 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.

NHVR Board members (L to R) - The Hon Patrick Conlon, Julie Russell OAM, The Hon Duncan Gay AM, Catherine Scott and Robin Stewart-Crompton.

OUR EXECUTIVE LEADERSHIP TEAM

Led by our Chief Executive Officer, Sal Petrocchio, the ELT 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

Since joining the NHVR as Chief Executive Officer in May 2014, Sal has focused the NHVR to becoming a progressive, people-centric regulator that has safety at the forefront of all aspects of the business.

Through Sal's leadership the transition into a national regulator has been seamless with the successful transition of five states and Queensland soon to follow, allowing a more consistent approach to safety and productivity for our heavy vehicle industry throughout Australia.

Sal's vision for a people-centric safety regulator has seen the NHVR adopt an inform, educate, enforce approach to its compliance activity which allows industry to work collaboratively with the regulator to understand and adopt greater safety policies and initiatives to continue the advancements in safety outcomes.

Under Sal's leadership the NHVR Portal has been developed – creating a single-entry point for industry and local government to access NHVR services, plan routes through the national network map and manage their respective assets. Advancements with the NHVR Portal have a direct impact on improvements to safety and productivity for the heavy vehicle industry as well as road managers across local government.

Over eight years of the HVSI grant program, he has overseen the provision of over \$33 million for 132 projects that deliver tangible safety benefits to the industry and the community making Australia's roads safer for all users.

Sal brought to the NHVR extensive knowledge of heavy vehicle policy, strategy, regulation, and business reform, having held senior leadership roles in transport, freight, ports and logistics, strategic land use and transport planning, business process improvement and innovation across state and local government and the private sector. This has proved invaluable in understanding the needs of, and building effective relationships with, the NHVR's diverse range of stakeholders across the freight and supply chain sector.



Cameron Stone
Chief Data and Technology Officer

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

David joined the NHVR as Chief Regulatory Standards and Policy Officer in January 2023. This position leads the development and implementation of strategic safety policy, vehicle standards, economic analysis and productivity projects supporting efficient freight and supply chains.

David has a long history in policy, transport safety regulation, service delivery, and stakeholder engagement. Prior to joining the NHVR, he was the Assistant Secretary for Policy and Publications at the Royal Commission into Defence and Veteran Suicides. He has also held the position of Safety Director (CEO) of Transport Safety Victoria – the independent regulator for commercial and recreational maritime activities, heavy rail and trams as well as buses across the State.

Previous to these positions, he spent 25 years in the Queensland State Government, including the roles of: Deputy Director-General, Policy Division, Department of the Premier and Cabinet (DPC); Executive-Director, Economic Policy, DPC; Executive-Director, Passenger Transport Division, Department of Transport and Main Roads; and Director, Transport Policy Office, Queensland Transport.



Janelle van de Velde
Chief Corporate Officer
and Company Secretary

Janelle joined the NHVR in January 2022 to oversee the Corporate Services portfolio, which consists of the finance, legal, property and procurement, 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 15 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

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 states, compliance operations, access permits, accreditation, PBS and our award-winning Contact Centre.

With over two 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 three 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

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

She is a qualified journalist with almost 20 years' experience working in media, communications, engagement and corporate affairs across the 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.



Ray Hassall
Executive Director,
Statutory Compliance

Ray leads the Statutory Compliance Division of the NHVR.

He has more than 20 years' experience in public administration and has led the design and implementation of regulatory reform at the state and national levels for all land transport modes. This experience includes legal and regulatory policy design, administrative review, strategic analysis, high-level stakeholder liaison, parliamentary committee appearances, and managing parliamentary and cabinet processes.

Ray has a deep background in regulatory compliance and his experience includes acting as a compliance expert for a legal publisher, as well as 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
NST

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 to the NHVR. Kelli has 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 front line delivery of regulatory compliance and enforcement related activities currently being delivered by the states and territories on behalf of the NHVR.

The Program works closely with jurisdictional transport agencies, and other government agencies, including police, to agree an appropriate pathway and timeline for transitioning services and then delivering the transition.

Kelli and the NST team have successfully delivered the transition of heavy vehicle regulatory services in South Australia, Tasmania, the Australian Capital Territory, Victoria and New South Wales. Work is currently progressing on the final planned transition of services in Queensland in 2024.

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 three-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).

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 monthly 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 staff or invited guests on issues relating to heavy vehicle industry matters and developments that affect the NHVR.

Nine meetings of the Board were held during the year:

20 July 2022	19 October 2022	22 March 2023
18 August 2022	30 November 2022	19-20 April 2023
16 September 2022	1 February 2023	21-22 June 2023

Board meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
The Hon Duncan Gay	Chairperson	9	9
Julie Russell	Deputy Chairperson	9	9
The Hon Patrick Conlon	Member	6*	6
Catherine Scott	Member	9	9
Robin Stewart-Crompton	Member	9	9

* The Hon Patrick Conlon was appointed to the Board for a term of three years commencing 17 October 2022.

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.

Finance Risk and Audit Committee (FRAC)

Established in accordance with the HVNL by the Board, FRAC 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 FRAC met on a quarterly basis during the year, with Catherine Scott as Chairperson, Robin Stewart-Crompton and Patrick Conlon (appointed to the Committee on 28 October 2022) in attendance.

In June 2023, the Board agreed to a revision of the Committee's terms of reference and a change of name to the Audit and Risk Committee (ARC).

External audit arrangements

Following the responsible Ministers' approval in early 2022, PKF was reappointed for a further three years as the NHVR's external auditor and delivered external audit services to the NHVR during the 2022-23 financial year.

Internal audit arrangements

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

O'Connor Marsden completed its tenure as external provider of independent internal audit services on 19 June 2023. From 20 June 2023, Ernst & Young (EY) commenced with the role effective on 1 July 2023, for the next three years, with two one-year options to extend.

FRAC (now ARC) defined the internal auditor's scope of work through approval of the Internal Audit Charter and endorsement of the Strategic Internal Audit Plan for Board approval. The Committee considers the reports of the internal auditor, and makes recommendations to the Board regarding appointment, evaluation and dismissal.

Both the Committee 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.

Risk management

We continued to experience a significant period of organisational growth and change. 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 for more information).

Business Continuity Management

In early 2023, a Business Continuity Management Maturity Assessment was performed for the organisation. The assessment provided assurance 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 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.

Procurement strategy and planning

Management of procurement, property, and fleet continues to play pivotal roles in our organisational success over the past year, as reflected in this annual report.

Our procurement team commenced focus on optimising our supply chains and achieving cost savings while maintaining the highest standards of procurement and probity.

The optimisation of our Enterprise Resource Planning system will simultaneously simplify our procurement processes and provide better governance and control mechanisms embedded in the system.

We have also consistently sought to ensure the effective management and utilisation of our assets, leading to enhanced operational efficiency and a work environment for our staff that is safe and productive.

Our fleet management team continued to ensure high standards of maintenance and upgrading of our vehicle fleet and have commenced a fleet standardisation framework across the NHVR.

We remain committed to continuous improvement in these key areas, as they are critical to achieving our corporate objectives and meeting the evolving needs of our stakeholders.

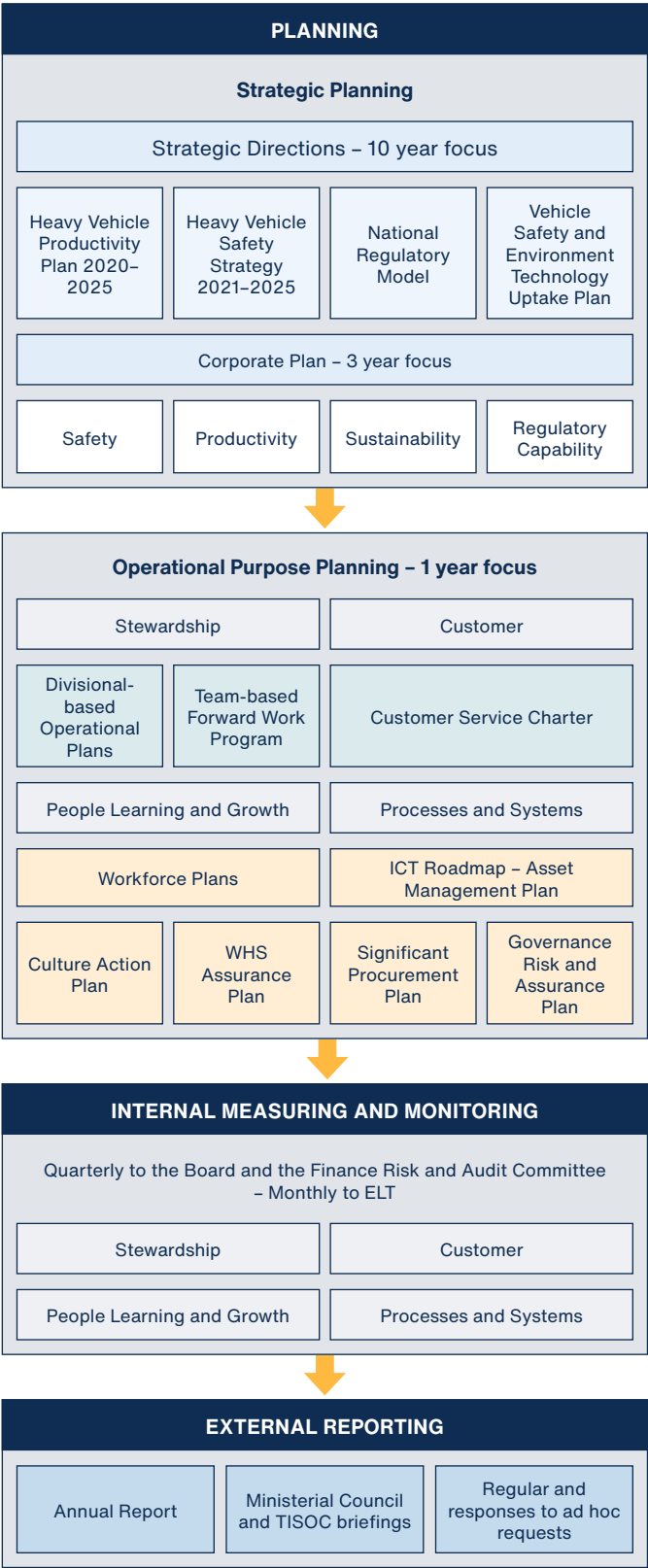
Effective organisational performance management

Our Organisational Performance Management Framework provides a mechanism to help strengthen 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 ensuring we continue to achieve real and meaningful outcomes as efficiently and effectively as possible.

NHVR Organisational Performance Management Framework





Probity measures

Public interest disclosure

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

They 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, imposing:

- a specific obligation to act honestly, with integrity and in good faith, and with a reasonable degree of care, diligence and skill
- 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, in conjunction with our People, Safety and Culture team, for review and sign-off by the CEO, as required.

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.

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, 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 at www.nhvr.gov.au/law-policies/right-to-information/disclosure-log provides details of information released in response to RTI requests.

During 2022–23, we received five applications under the RTI Act.

External scrutiny

Judicial decisions

No applications for judicial review of any NHVR decisions were made during the reporting period, nor were any other civil law decisions published.

Coronial inquiries

We were approached in relation to four coronial matters during the reporting period:

- Aleksander James VARGA – Queensland Coroner's Court – the NHVR advised the Coroner that we had not undertaken an investigation or hold any relevant information or other material.
- Abraham SOLEE – South Australian Coroner's Court – the NHVR provided an update on the status of a relevant investigation.
- Jackson EARLES – Victorian Coroner's Court – the NHVR continued to observe proceedings as an interested party, addressed queries and provided some documents to the court.
- Anthony FLIGHT – Tasmanian Coroner's Court – the NHVR provided information arising from a relevant investigation.

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 2022-23, our key focus continued to be on implementing our first single national NHVR payroll solution. This involved:

- consolidating three separate NHVR payroll and rostering solutions into one fully integrated payroll solution, significantly improving payroll governance
- one standard employee experience for timesheet and leave requests that can be accessed anytime, anywhere through mobile devices
- implementing a new pay award build to support transitioned New South Wales employees.

The NHVR successfully concluded the enhancement of its 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.

Looking ahead to 2023-24, we remain committed to strengthening our governance and control measures through the implementation of cutting-edge technological solutions. As part of our divisional forward plan, we have included the deployment of a state-of-the-art contract management system. We anticipate completing the deployment and achieving full operational functionality of the system by March 2024. This will contribute to streamlined operations and improved efficiency in our contract management processes.

The introduction of human resources software solutions continues to see improved efficiencies in recruitment and onboarding experiences for new employees. With the introduction of a new recruitment system, we have consolidated multiple systems into one connected platform.

Focus on cyber security

The rapidly evolving cyber threat landscape continues to challenge organisations world-wide. 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 Government Australian Cyber Security Centre's Essential Eight and 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 security ecosystem, and maturing our policies and processes in line with best practice.

We will enhance our protective cyber security capabilities in a targeted manner prioritised to those assets most critical to 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.

SCO performing a roadside inspection.





Our Financial Management Framework

The NHVR's 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 2022-23 year reflect a strong position, with a surplus of \$10.2m and net assets of \$127.1m. Key points include:

- a higher net surplus compared to the budget, driven by higher regulatory revenue
- a net surplus in line with the prior year, noting that revenues and expenses have increased due to the TfNSW transition on 1 August 2022
- 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

2022-23 by \$5.8m to \$182.1m. Inspections delivered on behalf of NSW and access and accreditation made up the bulk of the balance of revenue sources.

Our expenses are predominately driven by employee costs, which saw a large increase of \$44.2m as TfNSW employees transitioned to NHVR operations from 1 August 2022. While service agreements with jurisdictions remained a large expense, this will continue to reduce as Queensland heavy vehicle regulation transitions into the NHVR in 2023-24.

Looking forward

As we move into the 2023-24 financial year, our key financial objectives are to:

- Continue to deliver operational breakeven.
- Transition Queensland heavy vehicle services into the organisation.
- Deliver on the projects identified and funded in the Corporate Plan.

The approved 2023-24 *Corporate Plan* and Budget reflects these objectives.



FINANCIAL STATEMENTS

NATIONAL HEAVY VEHICLE REGULATOR FINANCIAL STATEMENTS FOR YEAR ENDED 30 JUNE 2023

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Statement of Profit or Loss and Other Comprehensive Income for year ended 30 June 2023

	Note	2023	2022
		\$000	\$000
Income from continuing operations			
Regulatory income	2	182,133	176,317
Government Grants	3	7,635	9,215
Fee income	4	15,259	12,881
Other income	5	30,014	2,683
Total income from continuing operations		235,041	201,096
Expenses from continuing operations			
Employee and related expenses	6	107,885	63,716
Service agreement payments	7	29,572	,839
Third party services	8	40,544	27,641
Building property and motor vehicle expenses		4,266	1,298
Depreciation and amortisation	9	14,622	8,974
Financing costs	10	592	174
Other expenses	11	27,360	13,156
Total expenses from continuing operations		224,841	192,798
Operating surplus from continuing operations		10,200	8,298
Total surplus for the period		10,200	8,298
Other comprehensive income		-	-
Total comprehensive income		10,200	8,298

Statement of Financial Position as at 30 June 2023

	Note	2023	2022
		\$000	\$000
Assets			
Current assets			
Cash and cash equivalents	26	133,845	102,734
Trade and other receivables	12	20,969	25,569
Other current assets	13	4,327	4,404
Total current assets		159,141	132,707
Non current assets			
Plant and equipment	14	11,270	7,665
Right-of-use assets	16	23,898	12,986
Intangible assets	15	7,042	10,655
Total non current assets		42,210	31,306
Total assets		201,351	164,013
Liabilities			
Current liabilities			
Trade and other payables	17	15,707	14,183
Accrued employee benefits	18	25,406	10,203
Lease liabilities	16	9,225	4,595
Other liabilities	19	5,235	7,731
Total current liabilities		55,573	36,712
Non current liabilities			
Accrued employee benefits	18	2,546	2,383
Provision for make good	16	306	306
Lease liabilities	16	15,782	9,537
Total non current liabilities		18,634	12,226
Total liabilities		74,207	48,938
Net assets		127,144	115,075
Equity			
Transition Reserves		1,869	-
Accumulated surplus		125,275	115,075
Total equity		127,144	115,075

Statement of Changes in Equity for year ended 30 June 2023

	Accumulated surplus	Contributed equity	Total
	\$000	\$000	\$000
Balance as at 1 July 2021	106,7	-	106,7
Operating surplus from continuing operations	8,298	-	8,298
Balance as at 30 June 2022	115,075	-	115,075
Balance as at 1 July 2022	115,075	-	115,075
Operating surplus from continuing operations	10,200	-	10,200
Transition Reserve	1,869	-	1,869
Balance as at 30 June 2023	127,144	-	127,144

Statement of Cash Flows for year ended 30 June 2023

	Note	2023	2022
		\$000	\$000
Cash flows from operating activities			
Inflows:			
Regulatory income		180,256	184,871
Other contributions		3,505	4,051
GST refunded from Australian Taxation Office		9,714	12,022
Receipts from operating activities (NHVAS and Access)		36,992	10,578
Interest received		4,080	949
Other		29,523	8,536
		264,070	221,007
Outflows:			
Employee and board related expenses		(105,126)	(60,156)
Supplies and services		(114,459)	(143,453)
Interest expenses		(592)	(174)
		(220,1)	(203,783)
Net cash provided by / (used in) operating activities	20	43,893	17,224
Cash flows from investing activities			
Outflows:			
Payments for plant and equipment		(3,578)	(4,217)
Payments for intangible assets		-	(436)
Net cash provided by / (used in) investing activities		(3,578)	(4,653)
Cash flows from financing activities			
Outflows:			
Lease payments	21	(9,204)	(4,222)
Net cash provided by / (used in) financing activities		(9,204)	(4,222)
Net increase / (decrease) in cash and cash equivalents		31,111	8,349
Cash and cash equivalents at the beginning of the period		102,734	94,385
Cash and cash equivalents at the end of the period		133,845	102,734

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. To date all participating states and territories have transitioned except for Queensland.

(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 12 September 2023.

(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:

- Valuation of intangibles, property, plant and equipment – Note 14 & 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 employee benefits – Note 18

(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

	2023	2022
	\$000	\$000
VicRoads (Vic)	56,866	55,978
Roads and Maritime Services (NSW)	55,133	53,412
Transport and Main Roads (Qld)	48,122	46,050
Department for Planning, Transport and Infrastructure (SA)	16,312	15,369
Chief Minister, Treasury and Economic Development (Access ACT)	816	806
Department of Infrastructure, Energy and Resources (Tas)	4,884	4,702
Total regulatory income	182,133	176,317

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 Government Grants

Commonwealth contributions recognised on receipt ⁽¹⁾	5,604	5,528
Commonwealth contributions recognised over time ⁽²⁾	2,031	3,687
Total grants and other contributions	7,635	9,215

Disclosure – Contributions

⁽¹⁾ The Regulator received a contribution from the Commonwealth of \$5,604,000 in the financial year for Heavy Vehicle Safety Initiatives (\$5,528,000 2021-22). 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 \$4,000,000 in the 2022-23 financial year (\$4,000,000 2021-22) for the Strategic Local Government Asset Assessment Project. This funding has been recognised under AASB 15, with revenue recognised as performance obligations are met. As at 30 June 2023 \$2,031,036 (\$1,132,997 2021-22) revenue has been recognised and \$4,835,966 remains in Unearned Revenue (30 June 2022, \$2,867,003). A total of \$12,000,000 will be received over a three year period for this project.

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 2022-23 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

	2023	2022
	\$000	\$000
National Heavy Vehicle Accreditation Scheme (NHVAS) fees	4,964	4,180
Work diaries	4,746	3,539
Access permit fees	5,549	5,162
Total fee income	15,259	12,881

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

Interest income ⁽¹⁾	4,288	810
Heavy Vehicle Inspection Services ⁽²⁾	17,992	–
Sundry revenue ⁽³⁾	7,734	1,873
Total other income	30,014	2,683

Disclosure – Other income

⁽¹⁾ Interest income is received from short term cash deposits and operating cash held. The increase in 2022-23 reflects the improved interest rates and higher cash balance.

⁽²⁾ Heavy Vehicle Inspection Services is a new source of funding received from Transport for NSW (TfNSW) under the MoU. The NHVR performs the required annual heavy vehicle inspections on behalf of TfNSW, which is an additional service to the work the NHVR is required to perform under the HVNL.

⁽³⁾ 2022-23 sundry revenue includes two new sources of revenue: \$4.4m of funding from Qld Department of Main Roads relating to 2020-21 service under delivery (see Note 19) and \$1.9m of infringement revenue from Treasury NSW.

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

Wages and salaries	90,962	53,565
Employer superannuation contribution	9,760	5,625
Payroll tax	5,219	2,916
Other employee related expenses	1,944	1,610
Total employee and related expenses	107,885	63,716

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:	838	432

Disclosure – Employee and related expenses

Employee related expenses increased significantly due to the transition of TfNSW staff to the NHVR (307 staff transitioned at 1 August 2022), the recruitment of vacant roles and a general wage increase of 2.25%.

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

	2023	2022
	\$000	\$000
Vic Roads (Vic)	2,173	2,132
Roads and Maritime Services (NSW) ⁽¹⁾	4,861	54,927
Transport and Main Roads (Qld)	19,089	18,6
Department for Planning, Transport and Infrastructure (SA)	904	904
Weight Of Loads Group	917	–
Transport Certification Australia	1,628	1,100
Total service agreement payments	29,572	,839

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. See Note 27.

Note 8 Third party services

Contractor costs ⁽¹⁾	26,857	21,322
IT systems support	859	1,366
Managed services	511	332
Equipment purchases	1,879	491
Software purchases	7,597	2,561
Telecommunication costs	1,546	719
Advisory services	1,057	722
Internal audit fees	176	80
External audit fees	62	48
Total third party services	40,544	27,641

Disclosure – Third party services

⁽¹⁾ The increase in contractor costs relates to the additional IT services incurred as part of the transition of NSW IT systems.

Note 9 Depreciation and amortisation

Plant and equipment	955	731
Leasehold Improvements	4	–
Motor Vehicles	87	–
Computer hardware	323	4
Computer software (intangible asset)	3,613	4,113
Right-of-use assets - Buildings ⁽¹⁾	7,457	3,047
Right-of-use assets - Motor Vehicles ⁽¹⁾	1,710	1,079
Total depreciation and amortisation	14,622	8,974

⁽¹⁾ The significant increase in Right-of-use assets relates to the NSW transition. See Note 27.

Accounting policy – refer to Notes 14 and 15.

Note 10 Financing costs

Interest expense on lease liabilities	592	174
Total financing costs	592	174

Accounting policy – financing costs

Finance costs are recognised as an expense in the period in which they are incurred.

Note 11 Other expenses

	2023	2022
	\$000	\$000
Grants to industry and state governments ⁽¹⁾	4,080	3,432
Office related expenses	6,805	2,462
Repairs and Maintenance	3,613	393
Licence fees	3,271	1,968
Marketing and communication related expenses	3,938	2,7
Insurance	913	524
Travel expenses ⁽²⁾	4,247	1,123
Board fees	459	454
Other board related expenses	34	23
Total other expenses	27,360	13,156

⁽¹⁾ Primarily relates to the Heavy Vehicle Safety Initiative program funded by the Australian Government

⁽²⁾ Travel costs in 2023 saw a return to normalised levels of travel and also include the addition of NSW. In 2022 the travel costs were impacted by COVID.

Note 12 Trade and other receivables

Trade receivables	18,862	23,059
Less: provision for doubtful debts	–	–
GST – net receivable	1,695	2,335
Interest receivable	324	116
Other receivables	88	59
Total trade and other receivables	20,969	25,569

Accounting policy – Receivables

Trade receivables are predominantly in relation to the amount due from the jurisdictions.

As at 30 June 2023, an impairment assessment of trade receivables was undertaken with no bad or doubtful debts identified.

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

Prepayments		
Annual licence fees	1,261	879
Insurance	553	252
Support and maintenance	166	143
Rent	357	132
Other	1,393	828
Wages	16	206
Software Subscriptions	581	1,964
Total other current assets	4,327	4,404

Note 14 Plant and equipment**a) Classes of plant and equipment**

	2023	2022
	\$000	\$000
Plant and equipment		
At cost	8,255	6,141
Less: Accumulated depreciation	(2,476)	(2,087)
	5,9	4,054
Leasehold Improvements		
At cost	4,517	–
Less: Accumulated depreciation	(1,042)	–
	3,475	–
Motor Vehicles		
At cost	629	–
Less: Accumulated depreciation	(87)	–
	542	–
Computer hardware		
At cost	1,4	222
Less: Accumulated depreciation	(432)	(109)
	1,045	113
Work in progress:		
Carrying amount at 30 June 2023	429	3,498
Total plant and equipment	11,270	7,665

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.

Plant and Equipment costs include an amount for assets received as part of the NSW transition, refer Note 27.

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 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)	(4)	(87)	(323)	-	(1,842)
Depreciation Class Transfers	565	(565)	-	-	-	-
Carrying amount at 30 June 2023	5,9	3,475	542	1,045	429	11,270

Reconciliation of movement in plant and equipment 2021–2022

Balance as at 1 July 2021	4,183	-	-	-	-	4,183
Acquisitions	602	-	-	117	3,498	4,217
Depreciation	(731)	-	-	(4)	-	(735)
Carrying amount at 30 June 2022	4,054	-	-	113	3,498	7,665

Note 15 Intangible assets

a) Classes of intangible assets

	2023	2022
	\$000	\$000
Internally generated software (completed)		
At cost	35,442	35,441
Less: accumulated amortisation	(28,400)	(24,786)
Carrying amount at 30 June	7,042	10,655
Total intangible assets	7,042	10,655

b) Reconciliation of movement in intangible assets

Internally generated software (completed)		
Carrying amount at 1 July	10,655	11,888
Transfers from WIP	-	2,880
Amortisation	(3,613)	(4,113)
Carrying amount at 30 June	7,042	10,655
Internally generated software (WIP):		
Carrying amount at 1 July	-	2,444
Additions	-	436
Transferred to asset account	-	(2,880)
Carrying amount at 30 June	-	-

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

	2023	2022
	\$000	\$000
Right-of-use assets		
Buildings		
Opening balance at 1 July	10,665	9,252
Additions ⁽¹⁾	16,995	4,460
Depreciation charge	(7,457)	(3,047)
Closing balance at 30 June	20,203	10,665
Motor Vehicles		
Opening balance at 1 July	2,321	2,335
Additions ⁽¹⁾	3,084	1,065
Depreciation charge	(1,710)	(1,079)
Closing balance at 30 June	3,695	2,321
Total right-of-use assets	23,898	12,986
Lease liabilities		
Current		
Buildings	7,574	3,643
Motor Vehicles	1,651	952
	9,225	4,595
Non-current		
Buildings	13,706	8,151
Motor Vehicles	2,076	1,386
	15,782	9,537
Total lease liabilities	25,007	14,132

⁽¹⁾ The increase from 2022 is largely due to the transition of leases from TfNSW. Refer Note 27

Accounting policy – Lease

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.

	2023	2022
	\$000	\$000
Provision for make good	306	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

Trade payables	3,193	5,274
Other payables		
Accrued expenses ⁽¹⁾	11,920	7,872
Other payables	594	1,037
	12,514	8,909
Total trade and other payables	15,707	14,183

Disclosure – Accrued expenses

⁽¹⁾ In 2022-23 accrued expenses included \$4.7million for amounts owing to Transport for NSW relating to the MOU. Refer Note 27.

Accounting policy – Accrued expenses

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

	2023	2022
	\$000	\$000
Current		
Annual leave	9,916	6,179
Rostered Days Off	740	698
Time off in Lieu	192	141
Long service leave	13,521	2,903
Accrued Wages and Superannuation	1,037	282
	25,406	10,203
Non-current		
Long service leave ⁽²⁾	2,546	2,383
	2,546	2,383
Total accrued employee benefits	27,952	12,586

Disclosure – Accrued employee benefits

⁽²⁾ The amounts disclosed are discounted to present values using the relevant Australian Government Bond Rates at 30 June 2023, based on the accrued service years.

Accounting policy – refer to Note 6

Note 19 Other liabilities

Unearned Revenue	5,235	7,731
Total other liabilities	5,235	7,731

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	7,731	2,955
Payments received in advance ⁽¹⁾	4,000	8,464
Transfer to revenue – included in the opening balance ⁽²⁾	(6,483)	(2,555)
Transfer to revenue – other balances	(13)	(1,133)
Closing balance	5,235	7,731

Disclosure – Unearned Revenue

⁽¹⁾ 2023 only includes the Strategic Local Government Asset Assessment Project for Phase 3 (2022 included TMR funding of \$4,452,000 and Strategic Local Government Asset Assessment Project for Phase 2 of \$4,000,000)

⁽²⁾ 2023 includes a transfer of \$4,452,000 to revenue of funds received from TMR that was included in the 2022 closing balance.

Accounting policy – refer to Note 3

Note 20 Reconciliation of operating surplus to net cash from operating activities

Operating surplus	10,200	8,298
Adjusted for		
Depreciation and amortisation	14,622	8,974
	14,622	8,974
Change in assets and liabilities		
Change in trade receivables - interest	(208)	139
Change in trade receivables - net GST receivable	640	(1,264)
Change in other receivables	4,168	3,946
Change in other assets		(2,168)
Total change in assets	4,6	653
Change in trade and other payables	1,524	(5,057)
Change in accrued employee benefits	15,366	1,121
Change in unearned revenue	(2,496)	3,235
Total change in liabilities	14,394	(701)
Net cash inflows / (outflows) from operating activities	43,893	17,224

Note 21 Changes in liabilities arising from financing activities

	Borrowings	Lease Liability	Other	Total
	\$000	\$000	\$000	\$000
Balance as at 1 July 2021	-	12,829	-	12,829
Net cash from / (used) in finance activities	-	(4,223)	-	(4,223)
Acquisition of leases	-	5,526	-	5,526
Other non-cash changes	-	-	-	-
Balance as at 30 June 2022	-	14,132	-	14,132
Net cash from / (used) in finance activities	-	(9,204)	-	(9,204)
Acquisition of leases	-	20,079	-	20,079
Other non-cash changes	-	-	-	-
Balance as at 30 June 2023	-	25,007	-	25,007

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 2022 – 30 June 2023	423,731	-	-	46,0	-	470,500
1 July 2021 – 30 June 2022	412,723	-	-	43,923	-	456,646

Disclosure – Remuneration expenses

The increase in remuneration of the Board from 2022 to 2023 was due to an increase in Board Fees.

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 2022-23.

Position	Responsibilities	2022-2023 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 & facilities, legal services and corporate governance.	Common law contract	24/01/2022	
Chief Data & 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 (Note: title changed to Chief Safety and Productivity Officer in July 2023)	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	

b) Key executive management personnel (continued)

Position	Responsibilities	2022-2023 Contract Classification	Date Appointed	End Date
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 the national 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 2022 – 30 June 2023	2,946,068	22,535	526,782	231,217	-	3,726,602
1 July 2021 – 30 June 2022	2,297,123	16,505	435,790	198,172	-	2,947,590

Disclosure – Remuneration expenses

Remuneration of key executive management personnel increased by 26% due to a number of vacancies in 2021-22 that have subsequently been filled.

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:

	2023	2022
	\$000	\$000
Not later than one year	3,649	3,867
Later than one year and not later than five years	834	4,189
Total	4,483	8,056

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 2023 that could materially affect the financial statements as presented.

Note 26 Financial instruments

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 received 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	2023	2022
Category	\$000	\$000
Financial assets		
Cash and cash equivalents	133,845	102,734
Trade and other receivables	12 20,969	25,569
Total	154,814	128,303
Financial liabilities		
Lease Liabilities – Buildings	16 21,280	11,794
Lease Liabilities – Motor Vehicles	16 3,727	2,338
Trade and other payables	17 15,707	14,183
Total	40,714	28,315

(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	133,845	102,734
Trade receivables	12 18,862	23,059
Total	152,707	125,793

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	2023 Payable in			
	<1 year	1-5 Years	>5 Years	Total
	\$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

Financial liabilities	2022 Payable in			
	<1 year	1-5 Years	>5 Years	Total
	\$000	\$000	\$000	\$000
Lease Liabilities – Buildings	3,643	7,072	1,079	11,794
Lease Liabilities – Motor Vehicles	952	1,386	-	2,338
Trade and other payables	13,146	-	-	13,146
Total	17,741	8,458	1,079	27,278

(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	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

Financial instrument	Carrying amount	2022 Interest rate risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	102,734	7,271	114,048	9,325	116,102
Potential impact		(1,027)	(1,027)	1,027	1,027

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:

	2023	2022
	\$000	\$000
Cash Reserves (policy mandated)	33,805	44,274
Committed Unspent Capital	9,750	-
Quarantined Unspent Funding	23,195	18,596
Committed Unspent Projects	36,752	37,411
Uncommitted Funds	30,343	2,453
Total	133,845	102,734

Note 27 Transition of Transport for NSW (TfNSW)

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 signed in March 2022 and subsequent Memorandum of Understanding (MoU) signed in July 2022.

This transition has been treated as a restructure of administrative arrangements under AASB 1004 Contributions, with all transitioned assets and liabilities recognised as at 1 August 2022 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:

	2023	2022
	\$000	\$000
Assets		
Right of Use Assets	16,109	-
Cash at Bank	13,748	-
Property, Plant and Equipment	1,869	-
Liabilities		
Lease Liabilities	(16,109)	-
Employee Accrued Entitlements	(13,748)	-
Equity		
Transition Reserve	(1,869)	-

The income and expenses attributable to the transferred activities for the reporting period 1 August 2022 to 30 June 2023 are as follows:

Income from continuing operations		
Regulatory income		
Other contributions	-	-
Fee income	17,992	-
Other income	-	-
Total income from continuing operations	17,992	-
Expenses from continuing operations		
Employee and related expenses	44,130	-
Service agreement payments	(50,066)	-
Third party services	2,466	-
Building property and motor vehicle expenses	6,762	-
Depreciation and amortisation	8,546	-
Financing costs	-	-
Other expenses	5,283	-
Total expenses from continuing operations	17,121	-
Operating surplus from continuing operations	871	-
Total surplus for the period	871	-
Other comprehensive income	-	-
Total comprehensive income	871	-

The net increase in operational expenses has been offset by a reduction in Service Agreement payments made to TfNSW (see also Note 7). Net impact to the NVHR is a marginal improvement in income due to the achievement of operational cost savings. The above costs exclude any one of transition costs such as IT systems.



**Certificate of National Heavy Vehicle Regulator
for the period 1 July 2022 to 30 June 2023**

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 2022 to 30 June 2023 and of the financial position of the Regulator at the end of that period.

12 September 2023

The Hon Duncan Gay
BOARD CHAIRPERSON

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 2023, 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 significant accounting policies and other explanatory information, and the directors' declaration.

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 2023 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 web site. 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

Brisbane
12 SEPTEMBER 2023



APPENDICES AND REFERENCES



SCOs performing a roadside inspection.

APPENDIX A: HVNL REPORTING REQUIREMENTS

Under s 693 of the HVNL, the NHVR must provide responsible Ministers with an annual report within three 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)	55–68
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)	13, 15, 24, 30, 34, 38
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)	17, 19, 30, 34, 38, 40
A statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators)	s 693(2)(a)(iv)	13, 15, 24, 30, 34, 38
A statement of the outcome of consultation strategies and activities, including a summary of industry comments ¹	s 693(2)(a)(v)	8–11, 15–21, 24–28, 30–32, 34–37, 43–45
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)	3–54
A statement of the achievements attained in the exercise of the Regulator's functions	s 693(2)(a)(vii)	3–54
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)	8, 15–19, 24–27, 30–31, 34–36, 43–45
Statement indicating the nature of any reports requested by the responsible Ministers under s 694	s 693(2)(a)(ix)	50
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

Access operations

Table 1 Access permit applications and turnaround times

	2022-23	2021-22	2020-21	2019-20	2018-19
Applications received					
Applications total	151,380	143,950	117,886	78,622	68,013
Single applications from customers	81,444	,319	69,891	48,688	41,960
Generated applications for multi-route renewals	69,936	66,631	47,995	29,934	26,053
Application assessment					
Total applications completed	167,036	156,786	117,144	78,166	67,566
Single applications from customers	88,582	83,932	69,165	48,304	41,693
Generated applications for multi-route renewals	78,454	72,854	47,979	29,862	25,873
Applications refused	3,559	3,489	4,389	3,806	2,749
Applications delegated	5	7	0	653	1,876
NHVR processing time – average days	1.37	2.11	2.48	3.86	4.67
Overall end-to-end time – average days	11.72	12.87	13.86	16.83	18.89
Road manager consents					
Received within 28 days					
Local government – consents	126,069	116,602	96,275	66,214	52,323
Local government – average days turnaround	4.98	4.81	4.87	4.96	5.51
State – consents	74,869	71,036	62,635	42,941	34,039
State – average days turnaround	6.17	6.40	6.57	5.19	5.01
Received after 28 days					
Local government – consents	3,4	3,176	3,225	3,705	4,141
Local government – average days turnaround	53.03	55.04	54.81	83.65	67.38
State – consents	4,592	4,797	3,470	2,584	3,035
State – average days turnaround	61.90	51.87	46.74	59.67	67.84

Table 2 Total pre-approvals by participating road manager as at 30 June¹

	2022-23		2021-22		2020-21		2019-20		2018-19	
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	13	1	14	1	13	1	13	1
NSW	679	47	919	110	1,113	122	783	112	641	97
QLD	431	54	549	65	622	67	537	67	392	58
SA	215	44	267	46	361	50	303	49	350	49
TAS	47	21	85	21	102	23	120	28	125	28
VIC	482	71	660	85	750	84	596	85	595	85
Other ²	–	–	–	–	–	–	–	–	310	–
Total	1,857	238	2,493	328	2,962	347	2,352	342	2,426	318

NHVAS

Table 3 NHVAS applications by state/territory

	2022-23		2021-22		2020-21		2019-20		2018-19	
	Created	Closed	Created	Closed	Created	Closed	Created	Closed	Created	Closed
ACT	143	164	113	113	74	74	–	–	–	–
NSW	12,905	14,183	11,712	11,684	10,768	10,716	9,426	10,113	10,685	10,674
NT	104	109	174	174	186	184	184	193	235	232
QLD	10,960	11,854	9,216	9,193	8,666	8,621	7,909	8,386	8,573	8,557
SA	5,255	5,909	4,451	4,443	4,591	4,564	4,883	5,232	5,614	5,604
TAS	666	8	518	517	559	557	591	659	856	851
VIC	8,534	9,625	7,815	7,795	7,434	7,367	7,267	7,852	7,913	7,879
WA	338	348	336	335	301	300	137	156	18	18
Total	38,905	42,970	34,335	34,254	32,579	32,383	30,397	32,591	33,894	33,815

¹ 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.

² Additional pre-approvals as a consequence of the *National Class 1 Agricultural Vehicle and Combination Mass and Dimension Exemption Notice*.

Table 4 Total accredited operators, accredited operators by module and nominated vehicles

	2022-23	2021-22	2020-21	2019-20	2018-19
Number of accredited operators					
Accredited operators	8,496	8,198	8,005	7,611	7,259
Accredited operators by module					
Mass	7,407	7,107	6,860	6,422	6,052
Maintenance	3,745	3,633	3,653	3,454	3,285
Basic Fatigue Management	2,933	2,726	2,604	2,453	2,303
Advanced Fatigue Management	86	89		64	49
Nominated vehicles					
Mass	50,333	48,151	46,146	43,475	41,912
Maintenance	131,128	126,725	121,752	116,764	112,018

Table 5 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	26	2,637	17	1,689	1,457	209	2,416	45	8,496
Accredited operators by module									
Mass	21	2,279	4	1,239	1,346	206	2,291	21	7,407
Maintenance	12	1,438	17	1,090	793	14	351	30	3,745
Basic Fatigue Management	12	1,137	10	643	383	47	667	34	2,933
Advanced Fatigue Management	0	16	0	47	15	0	8	0	86
Nominated vehicles									
Mass	138	15,832	32	12,3	5,913	1,695	14,254	92	50,333
Maintenance	418	43,2	673	52,786	16,693	521	15,247	1,018	131,128

PBS**Table 6** PBS vehicle design and approval applications

	2022-23		2021-22		2020-21		2019-20		2018-19	
	Received	Approved	Received	Approved	Received	Approved	Received	Approved	Received	Approved
Vehicle design applications ³	714	679	718	716	667	635	525	530	471	413
Vehicle approval applications	3,552	3,559	2,857	2,924	2,259	2,037	1,812	1,787	1,632	1,615

Table 7 PBS vehicle design applications by vehicle type

Vehicle type	2022-23	2021-22	2020-21	2019-20	2018-19
A-double	284	219	111	149	128
B-double	85	95	48	69	62
Bus	1	6	0	2	2
Other	11	23	9	18	6
Prime mover and semitrailer	102	122	71	87	99
Road train	71	30	19	14	10
Truck and dog	125	175	311	131	164
Total	679	670	569	470	471

Table 8 Vehicles certified under the PBS framework

	2022-23	2021-22	2020-21	2019-20	2018-19
Individual units	18,205	12,932	11,375	9,102	7,345
Vehicle combinations	3,220	2,016	1,859	1,681	1,720

3 Total number of new applications, amendments and variations

Vehicle Standards

Table 9 Vehicle Standards applications and permits issued

	2022-23			2021-22			2020-21			2019-20			2018-19		
	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued
Vehicle Standards exemption (permit)	95	73	39	121	136	34	188	195	46	206	254	100	333	340	154
In-principle support	333	327	111	315	333	140	358	328	170	214	243	127	388	387	234
Modifications	30	30	22	18	19	8	23	21	11	17	21	12	32	31	25

Notices

Table 10 Notices of exemption or authorisation made under the HVNL

	2022-23			2021-22			2020-21			2019-20			2018-19		
Access			39			32			30			28			80
Vehicle Standards			3			5			7			8			11
Fatigue			10			6			1			8			6

Table 11 Number of existing transitional notices made under former corresponding laws

As at 30 June 2023	As at 30 June 2022	As at 30 June 2021	As at 30 June 2020	As at 30 June 2019
0	0	2	2	5

Customer experience

Table 12 Contact Centre activity

Task	2022-23	2021-22	2020-21	2019-20	2018-19
Call volumes ⁴	60,676	52,513	59,322	59,689	59,897
Average call duration – minutes:seconds	7:07	7:03	6:05	6:21	6:13

Our people

Table 13 Workforce profile as at 30 June 2022⁵

	ELT	Senior managers	Employed under an enterprise agreement (EA)	Contractor/agency	Total
Permanent employees	5	110	552	0	667
Temporary employees ⁶	4	43	93	0	140
Contractor/agency	0	0	0	43	43
Total	9	153	645	43	850

Table 14 Employees by classification and gender as at 30 June 2022

	Female	Male	Other/chose not to advise	Total
Executive	3	6	0	9
Senior managers	46	105	2	153
EA employees	189	454	2	645
Contractor/agency (excluding senior managers)	0	0	43	43
Total	238	565	47	850

Table 15 NHVR WHS performance

	2022-23	2021-22	2020-21	2019-20	2018-19
Lost time injuries	3	1	3	3	1
Medical treatment injuries ⁷	3	1	2	1	3
Near misses	48	12	21	24	10
Journey to/from work ⁸	6	6	13	9	15
Workers' compensation claims lodged	6	7	13	4	9

Industry engagement and communication

Table 16 Industry engagement and communication activities

	2022-23	2021-22	2020-21	2019-20	2018-19
Social media reach ⁹	46,198,964	24,746,021	11,676,138	6,740,982	3,829,261
Website hits	2,274,848	2,313,145	2,258,355	1,932,807	1,780,346
Media releases	55	33	58	51	69
Industry updates (e-newsletter)	23	25	28	30	25
Local government updates (e-newsletter)	4	3	2	2	6
Stakeholder forums ¹⁰	24	3	9	9	16
Keynote speeches and presentations	41	10	7	33	31

⁴ Number of calls received by the external call centre and in-house NHVR Contact Centre.

⁵ Head count not full-time equivalent.

⁶ Maximum-term, non-executive Managers/Directors or Executives.

⁷ An injury that was not an LTI but for which first aid and/or medical treatment was administered.

⁸ An injury experienced travelling between home and the workplace, to or from work-related training or for other work-related reasons.

⁹ Impressions on Facebook, Instagram, LinkedIn and Twitter.

¹⁰ 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	30,983,863	48,979,255	79,963,118
Compliance investigations	1,817,489	3,941,503	5,758,992
Prosecutions	3,461,884	7,264,700	10,726,584
Intelligence	1,289,810	1,935,808	3,225,618
Distribution of consumables (written work diary sales)	–	2,5234	2,5234
Issue access permits	3,137,444	4,995,499	8,132,943
Strategic and operational policy support	2,346,111	7,016,562	9,362,673
National Heavy Vehicle Accreditation Scheme	1,254,9	2,217,704	3,472,681
Performance Based Standards	1,289,838	2,070,582	3,360,420
Vehicle standards	522,907	1,201,828	1,724,735
Regulatory compliance	2,607,564	5,723,499	8,331,063
Fatigue management	139,442	483,980	623,422
Customer service	2,021,908	2,999,907	5,021,815
Regulator specific education activities	2,391,429	5,479,886	7,871,315
	53,264,667	96,887,945	150,152,613
Service agreements		29,535,301	29,535,301
Project-based work	4,113,537	41,037,697	45,151,234
	4,113,537	70,572,998	74,686,535
Total	57,378,204	167,460,943	224,839,148



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</i> (Qld)	The law under which the NHVR was established. Consists of the <i>Heavy Vehicle National Law</i> and five sets of regulations.
Aggregate Trailer Mass	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</i> (HVSS)	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	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.	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</i> (Qld) (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 three-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 four 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</i> (HVNL)	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 more than 120 ANPR camera sites covering more than 5,800 kilometres across five Australian states and territories with an average of more than 3.8 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 – such as, 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 fortnightly 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 four 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 Safety and Environmental Technology Uptake Plan (Vehicle SETUP)	The Vehicle SETUP outlines the program of work the NHVR will undertake to accelerate the introduction of new safety and environmental technologies into the Australian heavy vehicle market.
Vehicle standard	The NHVR is responsible for the application of the <i>Heavy Vehicle (Vehicle Standards) National Regulation</i> under the HVNL and for granting exemptions across participating jurisdictions.
Web Content Accessibility Guidelines	An international standard created by the World Wide Web Consortium (W3C) explaining how to make web content more accessible to people with disabilities.

For the statutory definitions of terms used in the HVNL, see Part 1.2, Interpretation, of the HVNL and other definitions in various Parts of that Act and its associated regulations.

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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
CRSMS	Critical Risk Safety Management System
CSIA	Customer Service Institute of Australia
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	Heavy Vehicle Safety Strategy 2021–2025
ITMM	Infrastructure and Transport Ministers' Meeting
NHVAS	National Heavy Vehicle Accreditation Scheme
NHVR	National Heavy Vehicle Regulator
NOG	National Operations Group
NOPG	National Operational Planning Group
NRM	National Regulatory Model
NSCN	National Camera Safety Network
NSPG	National Strategy and Policy Group
NST	National Services Transition
NTC	National Transport Commission
PBS	Performance Based Standards
QMS	Quality Management System
RAV	Restricted Access Vehicle
RCMS	Regulatory Compliance Mobility Solution
RICP	Registered Industry Code of Practice
RWG	Regional Working Group
SAPOL	South Australia Police
SAWIA	South Australian Wine Industry Association
SCO	Safety and Compliance Officer
SCRIP	Safety and Compliance Regulatory Platform
SETUP	Safety and Environmental Technology Uptake Plan
SIO	Supervisory Intervention Order
SLGAAP	Strategic Local Government Asset Assessment Project
SMS	Safety Management System
SPV	Special Purpose Vehicle
TfNSW	Transport for NSW
VSG	Vehicle Standards Guide
TMR	Queensland Department of Transport and Main Roads
WHS	Workplace health and safety





