



# Annual Report

2015 - 16



# About this report

The *NHVR Annual Report 2015-16* describes the operations of the National Heavy Vehicle Regulator (NHVR) and reviews our performance under the Heavy Vehicle National Law (HVNL) for the year ending 30 June 2016 against the corporate goals identified in the *NHVR Corporate Plan 2015-16 to 2017-18*.

The report is a key accountability document and serves to fulfil our legislative reporting obligations to responsible Ministers. Publishing the report also fulfils an important element of our reporting responsibilities to the wider national heavy vehicle road transport industry and the Australian community.

We aim to provide readers with a detailed account of the Regulator's performance for the 2015-16 reporting period. The report also contains audited financial statements for 2015-16 and identifies our plans to meet expected challenges in the year ahead.

The report has been prepared in accordance with the *Heavy Vehicle National Law Act 2012* (Qld) and other relevant legislation.

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## Where to get a copy

This report and other corporate publications can be accessed online at [www.nhvr.gov.au](http://www.nhvr.gov.au)

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## Interpreter service statement

The Regulator is committed to providing accessible services to people from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, you can contact us on 1300 696 487 or [info@nhvr.gov.au](mailto:info@nhvr.gov.au) and we will arrange an interpreter to effectively communicate the report to you.

## Acknowledgements

This report reflects the efforts of many people. Special thanks go to the staff involved in contributing, coordinating and validating material across the business units, as well as contractor Gina Smith for proofreading.

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## Our Purpose

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



# Letter of transmittal



26 September 2016  
Our Reference: 1117

The Hon Darren Chester  
Minister for Infrastructure and Transport  
Parliament House  
CANBERRA ACT 2600

Dear Minister

In accordance with the *Heavy Vehicle National Law Act 2012* (Qld), I am pleased to present to you the National Heavy Vehicle Regulator's Annual Report for the reporting year 1 July 2015 to 30 June 2016.

The report is structured to reflect delivery against the NHVR's Corporate Plan 2015-18, which has been approved by responsible Ministers. It provides a detailed description of the NHVR's achievements and performance during the 2015-16 financial year in its pursuit of improving the safety and productivity of Australia's heavy vehicle industry.

A snapshot of the NHVR's significant achievements in 2015-16 includes:

- 57,233 access permit applications processed by the NHVR and jurisdictions
- 1,126 access pre-approvals administered, affecting 283 councils and unlocking approximately 11,428 kilometres of road network
- 66 notices published in the Commonwealth Gazette
- 25,612 applications processed resulting in 6,188 operators and approximately 95,749 vehicles participating in the NHVAS
- 1,195 vehicle combinations and 3,934 individual units certified under the PBS framework
- 11 vehicle standards modification applications finalised, and 452 exemption permits and 220 in-principle support approvals issued
- 34 organisations approved under the Risk Classification Scheme for Advanced Fatigue Management.

All performance data presented in this report have been verified through an independent performance audit against ASAE 3000, with the outcome outlined in the accompanying Performance Assurance Report, prepared by Grant Thornton.

In presenting the Annual Report, I take the opportunity to acknowledge the professionalism and dedication with which my colleagues have advanced the efforts of this national initiative as we continue to work with industry and partner agencies to build a safer, more productive and innovative heavy vehicle industry.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Bruce Baird', is placed above the name of the signatory.

The Hon Bruce Baird AM  
Chair of the Board

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# 01 Overview

This section of the report provides an overview of the people, projects and resources involved in regulating heavy vehicles in Australia nationally, and the progress towards our vision of *a safe, efficient and productive heavy vehicle industry serving the needs of Australia*. Our main achievements in 2015-16 are identified, along with some of the key initiatives and future challenges.



# Message from the Chair of the NHVR Board

Now into its fourth year, the NHVR is maturing as an organisation in the way it plans, executes and operates.

In 2015–16, we established firm footings to lead Australia’s most significant reforms yet to the road freight transport sector.

It was fitting that the year ended with the release of our 10-year blueprint *NHVR Strategic Directions 2016*. This document was the Regulator’s signal to the heavy vehicle industry, regulatory partners and other stakeholders, what our major regulatory challenges are and the actions we will take to address them. It was also designed to give direction, focus and guidance to our organisation in performing our current and future activities.

It will underpin a series of key strategies to be released in August 2016, allowing the NHVR to deliver reforms to safety, compliance and assurance, and productivity into the future.

These strategies will be integrated into every aspect of the Regulator’s operational and business planning, clearly aligning the tasks of each NHVR employee with our vision.

Accordingly, these longer-term objectives will be underpinned by an increasingly secure funding model. Australia’s transport ministers recently agreed to broaden the NHVR’s budget cycle to two years as another step in aligning us with other mature regulators across the country.

Across industry and government, the NHVR has further strengthened partnerships and forged new ones.

I thank the former Deputy Prime Minister and Minister for Infrastructure and Regional Development, the Hon. Warren Truss, who was the responsible Minister of the Regulator until he announced his retirement earlier this year. I look forward to the opportunity to continue to work with the recently re-appointed Minister for Infrastructure and Transport, the Hon. Darren Chester.

At the jurisdictional level, our focus has been on streamlining arrangements and national standards for services delivered by relevant state and territory bodies through the policy and operational aspects of flagship projects, such as our new access permit system, the national approach to roadworthiness, our consideration of the impact of the supply chain on heavy vehicle safety and vehicle standards.

With the support of participating states and territories, our plan to coordinate national compliance information and link compliance systems across jurisdictions is also underway, ultimately ensuring that national compliance and enforcement efforts in relation to heavy vehicles are targeted, allowing operators who are doing the right thing to get on with the job.

Significantly, we started to see the wholesale transition of services from jurisdictions to the Regulator, such as investigative and prosecutorial services in South Australia. We look forward to similar developments in coming years in other participating jurisdictions.

Like all participants in the field of heavy vehicle regulation, we were saddened by the continued occurrence of serious on-road heavy vehicle incidents involving fatalities and serious injuries. We are determined to work with other regulators and our partners in the industry to improve safety performance substantially. We will further examine and strengthen our national role in this respect in the coming year and beyond.

At the local government level, our targeted engagement continues to deliver results that responsibly open up the road network and maximise opportunities to grow regional economies. Through these efforts, local governments understand how their access decisions contribute to the efficiency and safety of the heavy vehicle sector, resulting in 1126 pre-approved routes across 283 councils, and four national notices

that remove almost 30,000 applications from the annual permit queue. These are significant improvements delivered over the past year.

Along with the ministerial oversight provided through the Transport Infrastructure Council (Council), the Regulator assisted in inquiries that closely examined our business conducted by the Queensland Audit Office (QAO), the Australian Productivity Commission and the National Audit Office. This scrutiny continues to allow us to improve our systems, our performance and assist us in ensuring that we are open and transparent in all our activities.

This year’s results, set out in this report, are testament to the talent and tenacity of our staff, our executive leadership team and my fellow board members. It reflects industry and government’s ongoing confidence in the Regulator and recognition that we deliver practical and effective improvements that support an efficient and profitable road freight sector.

I am pleased to report the NHVR is making strong progress in achieving its aims for a safer, more efficient and productive heavy vehicle industry serving the needs of Australia.



The Hon. Bruce Baird AM  
Chair



# Review by the CEO of the NHVR

The NHVR's performance in 2015–16 was a positive continuation of the important reform program that commenced during the organisation's formative years.

As we enter our fourth year of operation, it is timely to outline some of the reforms and achievements over 2015–16 that will stand the NHVR and heavy vehicle regulatory reform in good stead going forward. I am pleased that we have been able to deliver in key areas through our strong working partnership with the heavy vehicle industry, partner agencies and governments—both state and local.

Some of our key achievements in 2015–16 were:

- a new *NHVR Corporate Plan 2015–16 to 2017–18* to set the forward direction for the Regulator and to give industry certainty about our priorities
- a comprehensive *National Heavy Vehicle Inspection Manual*, designed as a compliance tool for assessing roadworthiness and to guide routine maintenance programs
- a staged rollout to test the new Customer Portal, in preparation for its full release on 1 August 2016
- enhanced performance maps and reporting to allow local government to compare access permit requests and work with adjoining councils to identify where improvements can be made to the road network
- the issuing of the first two in a series of four DVDs to support local governments in their network and access permit decision-making process
- continued growth in the National Heavy Vehicle Accreditation Scheme (NHVAS) to provide flexibility in managing fatigue, and concessions for mass and maintenance for operators with robust and compliant management systems
- management of accreditation under the HVNL for 6188 heavy vehicle operators, participating in 9660 modules, with 95,749 vehicles accredited under the maintenance module and 33,379 vehicles accredited in the mass module
- the establishment of processes for the delivery of NHVR investigative and prosecutorial services in South Australia
- a 32% growth in combination approvals and a five per cent increase in individual units approved for safer, more efficient heavy vehicles through the Performance Based Standards (PBS) scheme
- a 54% increase in the number of access permit applications processed by the Regulator
- the development and release of four consistent national notices for special purpose vehicles (SPV), PBS truck and dog, oversize and over mass (OSOM) categories
- a 74% increase on the number of route pre-approvals across 283 councils to reduce the need for operators to seek consent from road managers for access to the road network
- a 21% increase in customer interaction through the NHVR website and 13% increase in interaction through the call centre
- commencement of the roll out of our Records Management Program, including an electronic document and record management system (eDRMS) for business efficiencies
- a Memorandum of Agreement with the Local Government Association of Queensland to support councils in improving their service delivery standards
- the Central New South Wales council group (CENTROC) becoming the first to support a high-productivity heavy vehicle road network with 14 member councils participating in the PBS network for level 1 or 2A vehicles

- the appointment of 90 NHVAS Approved Auditors to deliver the NHVR's high safety standards from 1 July 2016 after changes to auditing requirements
- our move to new NHVR offices, facilities, training rooms and meeting rooms in Newstead, Brisbane
- input into legislative amendments being developed by the National Transport Commission (NTC) in consultation with jurisdictions and industry as a consequence of the Chain of Responsibilities (CoR) Duties Review and Executive Officer Liability Assessment
- the development of the *National Heavy Vehicle Information Sharing Memorandum of Understanding 2016* to support appropriate information sharing among regulators
- the commencement of performance reporting arrangements with partner agencies
- our giving effect to the HVNL Amendment Package 4 changes, including provision of specific guidance material.

During the year, we also made progress on a number of significant national projects, including:

- the National Roadworthiness Program (to deliver consistency in heavy vehicle safety across Australia) introduced the *National Heavy Vehicle Inspection Manual* as the first of seven projects, with the National Roadworthiness Baseline Survey to run in September and October 2016
- the Electronic Work Diaries (EWD) project to make it easier to manage the safe operation of heavy vehicles
- the provision of CoR advice, information and guidance materials to assist partner agencies, as well as all parties in the supply chain, to better understand their obligations and to adopt safer management practices

- the National Compliance Information System (NCIS) project, which will deliver a system that includes an improved heavy vehicle monitoring network of cameras and complementary technologies
- the scoping of a National Heavy Vehicle Registration Scheme (NHVRS) ahead of a final business case for review by Australia's transport ministers in 2016-17
- the development of NHVR national strategies for heavy vehicle safety, compliance and assurance, and productivity.

These achievements have been driven by an organisation that is staffed with qualified and dedicated subject-matter experts who are tasked with a work program that brings to life the spirit and intent of the HVNL.

Our work is underpinned by a set of values that guide how we work with our customers and each other. Our values set the standard for our culture and ensure that our priorities of 'people matter', 'customer first', 'we add value' and 'strong partnerships' are implemented every day across the organisation. Through this program, we recognise staff members who embody these values and go beyond their day-to-day roles.

I acknowledge and appreciate the continued support of industry in our efforts to strike what I believe is the right balance between effective regulation and practical business improvements to stimulate sector growth.

Across all of our work programs, I also acknowledge and appreciate the ongoing support of government and industry, including their commitment to tackling together the challenges that lie ahead in one of Australia's most important business sectors.

While this report demonstrates significant progress, we know there is still much to do.

I look forward to our continuing to give effect to our key strategies for safety, compliance and assurance, and productivity which I believe will deliver great benefits for our communities that rely so heavily on Australia's heavy vehicle industry.



Sal Petrocchio  
CEO



# The National Heavy Vehicle Regulator

The NHVR, Australia's dedicated regulator for all vehicles over 4.5 tonnes gross mass, was established on 21 January 2013 as an independent statutory authority pursuant to the *Heavy Vehicle National Law Act 2012* (Qld).

## Key role

The Regulator administers the HVNL, provides leadership and drives sustainable improvements to safety, productivity and efficiency outcomes across the heavy vehicle road transport sector and the Australian economy.

In achieving our objectives, we are responsible for minimising the compliance burden on the heavy vehicle road transport industry and contributing to the reduction of duplication and inconsistencies across state and territory borders in relation to heavy vehicle regulation.

## People

As at 30 June 2016, we employed 167.2 permanent and temporary employees in our Brisbane and satellite offices in Melbourne and Adelaide<sup>1</sup>. We operate with an outsourced national contact centre. Some state road transport authorities and other government agencies deliver various frontline services on our behalf, and these arrangements are formalised through service agreements.

## Operating environment

We have a direct regulatory relationship with approximately:



## Corporate objectives

This report primarily reviews performance against the corporate goals identified in the *NHVR Corporate Plan 2015-16 to 2017-18*.

## Vision

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

## Purpose

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

<sup>1</sup> NHVR's Adelaide office commenced operations from 4 July 2016

<sup>2</sup> IBIS World, 2015

<sup>3</sup> Australian Bureau of Statistics



## Values

Customer first	Strong partnerships	People matter	We add value
Understand our customers Dynamic and responsive Service delivery excellence Accuracy in everything Act professionally	Build relationships Proactive approaches Work collaboratively Set direction together	Seek to understand Be respectful Set high standards Listen to others Do what we say we will	From start to finish Do work that matters Challenge ourselves Innovative ideas and solutions

## Goals

Throughout 2015-16, we worked towards achieving four strategic goals:

- improved and measurable safety management and productivity capability across industry through consistent and effective regulation
- autonomy and authority as a national regulator
- strong, harmonious and productive relationships with stakeholders
- increased organisational effectiveness, efficiency and agility.

## Performance results

Against the four corporate goals which we set for 2015-16, 74% of targets were met, and a small percentage experienced a delay or external factors affected timing and completion.

## Financial result

The Regulator recorded an operating surplus of \$18.49 million.

Key indicator	2014-15 \$M	2015-16 \$M	Change
Operating revenue	139.8	147.1	▲
Operating expenses	123.6	128.6	▲
Operating surplus (deficit)	16.3	18.5	▲





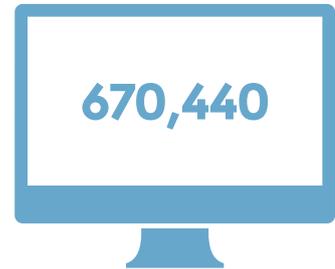
# Performance snapshot



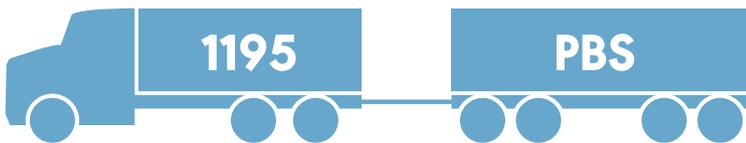
permit applications processed by the NHVR  
54% ▲ on the previous year



days end-to-end permit applications processing time  
12% ▼ on the previous year



website visits  
22% ▲ on the previous year



combinations approved  
34% ▲ on the previous year



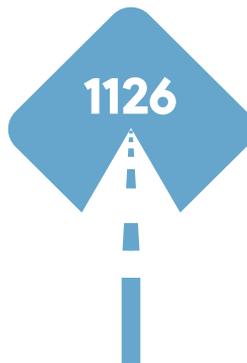
calls received by the call centre  
5% ▲ on the previous year



heavy vehicle operators participating in the NHVAS

**95,749** vehicles under the NHVAS Maintenance module.

**33,379** vehicles under the NHVAS Mass module



pre-approved routes covering 284 local government areas

74% ▲ in pre-approvals on the previous year



**443** users follow the NHVR on Twitter



**4940** likes on Facebook

## 02 Report on performance

This section of the report provides a detailed account of our performance during the year under review and how it contributed to achieving our corporate goals and our national performance measure outcomes. It provides an update on our ongoing initiatives and reports on our approach to enhancing and promoting high standards of safety, productivity and efficiency for the heavy vehicle industry.

To complement the performance report, detailed information on key aspects of our operations is provided in Appendix A of Part 6: Appendices and references.



# Our performance

## Legislative requirement

Section 693 of the HVNL requires the NHVR to report on its performance in relation to the achievement of the prescribed national performance measures outcomes. Under s.693(2):

*The annual report must -*

- (a) *Include for the period to which the report relates -*
- (ii) *a statement of actual performance measures against the National Performance Measures (Standards and Indicators) outlined in the current corporate plan under section 695; and*
- (iii) *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; and*
- (iv) *a statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators).*

Details of our full reporting requirements are outlined in Part 6 of this report.

## Reporting approach

In this report we provide details of our performance in relation to the key objectives and initiatives as set out in the *NHVR Corporate Plan 2015-16 to 2017-18*.

For each of our four corporate goals, we set out our achievements and performance at a program level against the Corporate Plan's objectives and state how we performed against the national performance measures (including a 'snapshot' assessment against each measure). For this purpose we have used the following indicators:

- ✓✓✓ Achieved
- ✓✓ Partially achieved
- ✓ Not achieved

All data presented in this section have been verified through an independent performance audit, in accordance with regulation 42 of the *Heavy Vehicle (General) National Regulation*, with a letter of compliance provided to each responsible Minister with this report.

## Challenges

In 2015-16, three key corporate services roles were replaced following the resignations of the Chief Financial Officer, Finance Manager and the Manager, People and Capability, whose work with us was greatly appreciated. We took this opportunity to refocus our business services areas to better meet the growing maturity and needs of our business.

With a number of new projects commencing and the maturation of a number of ongoing projects in 2015-16, we centralised our project resources through the creation of a program management function. The centralisation of this function has strengthened strategic oversight which will ensure compliance with industry best-practice project, program, and portfolio services. This will enable us to extend our capability in delivery of business and information and communication technology (ICT) initiatives, and will underpin sound governance and delivery support services.

We also successfully managed the challenge of delivering the initiatives outlined in the corporate plan while simultaneously redirecting resources to respond to the staged transfer of services to us from South Australia, as well as supporting the QAO's performance audit of our access management function.

## Looking forward

In reaching a level of business maturity, our formal Performance Management Framework has been strengthened for application from 2016-17 and thereafter.

We published the *NHVR Strategic Directions 2016* in May 2016. This sets out our long-term vision for the regulation of the Australian heavy vehicle industry, identifying challenges, and outlining the strategies we propose to apply to achieve our aims in the coming years.

The 10-year vision is underpinned by a core strategies document, *Setting the Agenda - Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry*, which outlines the NHVR's safety, productivity and compliance and assurance strategies for the next five years.

# Goal 1: Improved and measurable safety management and productivity capability across industry through consistent and effective regulation

The NHVR is committed to delivering a consistent system of heavy vehicle regulation in a fair and efficient manner that ensures improvements in safety and productivity outcomes for industry and the wider community.

Objective 1.1 Improve industry's safety management capability and unlock productivity benefits	
Initiative	National Safety Strategy
	<p>In 2015-16, we developed our core <i>National Heavy Vehicle Safety Strategy</i> that aims to establish and embed a framework that places safety as the highest priority for the Regulator and industry. The framework focuses on building a strong safety culture across the heavy vehicle industry, building a repository of safety knowledge supported by data and technology, fostering strong safety partnerships and reinforcing the NHVR's role as a truly national regulator.</p> <p>Public release of this strategy within <i>Setting the Agenda - Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry 2016-2020</i> will be undertaken in early 2016-17.</p>
Initiative	Fatigue management
	<p>In 2015-16, we continued to offer operators greater flexibility and transparency through the risk classification scheme for Advanced Fatigue Management (AFM), with the completion of the full transition of existing advanced fatigue management participants into the scheme.</p> <p>In partnership with the Australian Livestock and Rural Transporters Association, we implemented a Fatigue Risk Management System template to assist operators' transition to the AFM Scheme and manage the driving task for remote and regional long-haul trips.</p>
Initiative	Streamlined service offerings
	<p>Our service offerings to industry, the NHVAS, PBS and Vehicle Standards, experienced continued growth in 2015-16, whilst being internally reviewed and streamlined to ensure legislative compliance and better customer service. Review activities included internal audit, process mapping, and policy and procedure development.</p>
Initiative	Roadworthiness Program
	<p>In 2015-16, we continued progress on the ministerial-requested Roadworthiness Program, consisting of eight projects to deliver a nationally consistent risk-based approach to targeting unsafe heavy vehicles.</p> <p>The <i>National Heavy Vehicle Inspection Manual</i> was delivered in November 2015 and all participating jurisdictions will adopt it into their inspection regimes by July 2016.</p> <p>The National Roadworthiness Baseline Survey will deliver Australia's first ever health check of the national fleet of heavy vehicles. Surveying almost 9000 vehicles, the survey is the basis for our evidence and risk-based national inspection regime. It will also be the benchmark by which we develop policy in the roadworthiness domain.</p> <p>The other six projects are progressing against milestones and within budget. They are being facilitated by the formation of a Roadworthiness Inspection Advisory Group made up of inspection representatives from the jurisdictions.</p>
Initiative	Electronic Work Diaries project
	<p>We continued to advance the EWD project, with the aim of introducing a voluntary alternative to written work diaries, thereby reducing the regulatory burden on industry.</p> <p>In 2015-16, we completed the planning phase of the project, with the project's budget approved by responsible Ministers in November 2015 and amendments to the HVNL proclaimed in February 2016.</p> <p>We continue to work with our project partner, Transport Certification Australia (TCA), and service providers to develop specifications in preparation for ministerial approval to move into the implementation phase in 2017.</p>

<b>Objective 1.2</b> Continuous improvement towards a safer and more productive road network access	
<b>Initiative</b>	<b>Access harmonisation through notices</b>
✓✓✓	<p>Four major national notices were developed and released in 2015–16, harmonising the national SPV, PBS truck and dog and the OSOM notices across the country. Each of these notices aims to reduce red tape through reducing the number of permits required (estimated to be 30,000) and greater commonality, as well as greater access through better networks.</p> <p>Further significant harmonisation was also achieved in Queensland, where 15 exemption notices set out in a consolidated instrument were reviewed and reduced to 10 individual notices. A further two Queensland notices were incorporated into this package of reforms, meaning an overall reduction of 17 individual notices to 10. In addition, through this process, opportunities to harmonise specific agricultural vehicle and baled commodities notices at a national level were identified.</p> <p>From this significant achievement in 2015–16, we have developed a plan to capitalise on future harmonisation opportunities in 2016–17. We have established a dedicated team for that purpose.</p>
<b>Initiative</b>	<b>AccessCONNECT program</b>
✓✓✓	<p>In 2015–16, we continued to make progress with the AccessCONNECT program, aiming to improve the way heavy vehicle permits are applied for, managed and issued across Australia. This included extensive consultation with stakeholders from across the country, including a user-based design and development approach that carefully examined prototypes of key components to get the solutions right.</p> <p>System development focused on delivering portal solutions for each stakeholder in the permit process. The first component of the solution, the Customer Portal, has been developed and deployed through a stage-based roll out, due to be fully operational by August 2016. The program also focused on similar improvements for road managers and enhancements to route planning, due to be released later in the year. The program is scheduled to be completed by March 2017.</p>
<b>Objective 1.3</b> Develop effective and cooperative compliance and enforcement methods to secure compliance with NHVR safety standards	
<b>Initiative</b>	<b>National Compliance and Assurance Strategy</b>
✓✓✓	<p>In 2015–16, we developed our core national strategy for regulatory assurance to provide leadership in the delivery of consistent, coordinated and effective national compliance and assurance activities. The strategy focuses on education, assurance, intervention and improvement and aims to provide assurance to the Regulator, industry and the community regarding the effectiveness of our safety program and to guide ongoing safety policy and decision making.</p> <p>Public release of this strategy within <i>Setting the Agenda – Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry 2016–2020</i> will be undertaken early 2016–17.</p>
<b>Initiative</b>	<b>Chain of Responsibility</b>
✓✓	<p>Our CoR program in 2015–16 focused on raising industry awareness and education to ensure all parties within the supply chain comply with the HVNL to achieve improved safety outcomes.</p> <p>We participated in a series of industry education workshops to ensure that those who have any control or influence over the transport task are aware of their responsibilities.</p> <p>We also worked with state and territory road transport authorities and police agencies to accelerate development of a national CoR capability. This will include standardised investigative procedures, investigator training and a consistent approach to the HVNL. In addition, we provided guidance and coordination to national investigative and cross-border operations.</p>

#### Objective 1.4 Enhance oversight and surveillance of the heavy vehicle industry

##### Initiative National Compliance Information System project



In 2015-16, we initiated the NCIS project which aims to deploy a national heavy vehicle monitoring network, providing a mechanism to collect and assess heavy vehicle information and data nationally to enable improved industry compliance and safety outcomes.

The project is currently in the concept phase, with work undertaken in 2015-16 on the development of a strategic business case to inform the basis of a submission to Council in 2016-17 with recommendations on the development and implementation phases of the project.

##### Initiative National Compliance and Enforcement Data and Information Sharing Protocols



In 2015-16, we agreed with our partner agencies to enter into a Memorandum of Understanding (MoU) to record our common intention to cooperate in the sharing of information. The MoU provides a framework for the sharing of a range of heavy vehicle related data and information between and across the NHVR and road transport authorities.

The MoU has been signed by all jurisdictions with the exception of New South Wales, which is expected to be signed in 2016-17.

#### Objective 1.5 Finalise implementation of the HVNL

##### Initiative National Heavy Vehicle Registration Scheme



In 2015-16, we continued to advance the NHVRS project, working towards a single registration scheme that reduces red tape and regulatory inconsistencies and provides a harmonised environment for the heavy vehicle industry across the country.

The final business case for the NHVRS is on track to be considered by Council in November 2016, with significant progress made in scheme design, options for delivery and scheme requirements to support the final business case.

We are targeting a staged and low-risk implementation of the core regulatory platform required to deliver the NHVRS. This approach has been designed to reduce total lifetime project costs, manage the risk to current jurisdictional registration and licensing systems and deliver truly national registration policy.

The vision of the project is to deliver a single national heavy vehicle registration scheme, whilst also delivering the technology platform we require to deliver further national reform and policy harmonisation cost effectively.

The NHVRS will be the first time industry, jurisdictions and the Regulator have had a comprehensive national dataset of both vehicles and operators. The dataset is essential to lowering the cost of compliance while improving safety outcomes.

##### Initiative National Approved Vehicle Examiners Scheme



During 2015-16 we updated the National Heavy Vehicle Inspection Manual and commenced work on the revision of Vehicle Standards Bulletin 6. Both are significant projects that will ensure consistency in the way vehicles are inspected and modifications are approved throughout Australia.

The revision of Vehicle Standards Bulletin 6 is a comprehensive 18 month section-by-section update and consultation of the standard involving industry associations, jurisdictions, subject matter experts as well as Approved Vehicle Examiners.

"I would like to commend the work the National Heavy Vehicle Regulator does to improve the safety and productivity of our road network."

Graham Quirk  
Lord Mayor, Brisbane City Council

## Goal 2: Achieve autonomy and authority as the national regulator

We will continue to position ourselves to align better with our vision of a safer, efficient and productive heavy vehicle industry serving the needs of Australia. This will provide certainty and transparency to industry, jurisdictions and the community on our role.

<b>Objective 2.1</b>	<b>Develop a long-term funding strategy to provide a framework for financial stability</b>
Initiative	Cost Recovery Study project
✓✓✓	<p>We completed the Cost Recovery Study project in 2015-16 with a five-year budget maturity model presented and approved by Council in May 2016.</p> <p>The project was used as the basis for the determination of our 2016-17 and 2017-18 budgets and has also prompted us to undertake a Regulatory Impact Statement (RIS) in 2016-17 on direct cost recovery for certain regulatory services. This RIS will examine whether we can better allocate the cost of regulatory services to the beneficiary of those services, consistent with Commonwealth Government best-practice regulator guidelines.</p>
Initiative	Next generation service agreements
✓✓	<p>The 2016-17 service agreements were all agreed and executed with participating jurisdictions within 2015-16, except for South Australia which was delayed by the staged transfer to us of national heavy vehicle regulatory services. In-principle agreement regarding the contents of the South Australian agreement was achieved in 2015-16.</p> <p>The service agreements were further harmonised in 2015-16, taking another step closer to a national standard agreement, with the Regulator and jurisdictions now considering a new multilateral national partnerships agreement to replace the bilateral service agreements.</p> <p>Scoping of this national partnership agreement is underway and will be finalised in 2016-17.</p>
<b>Objective 2.2</b>	<b>Undertake maintenance and refinement of the HVNL to deliver better outcomes to industry</b>
Initiative	HVNL Maintenance Program
✓✓✓	<p>We entered into a revised MoU with the NTC during the reporting period to recognise the decision of responsible Ministers to assume responsibility from the NTC for operational policy and maintenance of the HVNL. As a result, we have led development of certain HVNL maintenance amendments that have the primary purpose of improving compliance and streamlining our business practices.</p>
Initiative	Participation in NTC-led reviews - Executive Officer Liability Review
✓✓✓	<p>In November 2015, responsible Ministers agreed that the CoR obligations in the HVNL should be reformed to better align with national safety laws, improve compliance and simplify enforcement. These reforms are intended to provide a more outcomes-based approach to CoR, focused on primary duties. The Regulator participated as a subject-matter expert in this NTC-led review and consulted internally and with jurisdictions before meeting with NTC representatives to articulate critical issues.</p>



**Objective 2.3** Position to be recognised as a primary source of heavy vehicle regulation leadership and advice for stakeholders

**Initiative** Best-practice policy research and development



In 2015-16, we delivered a number of firsts for national heavy vehicle policy, research and development. These included:

- preparing the first national survey of the roadworthiness of heavy vehicles. With the survey on track to be completed by November 2016, it will be the first national research project ever to examine the mechanical safety of the national heavy vehicle fleet
- trials of the first national real-time compliance data sharing project between jurisdictions, with the assistance of New South Wales' Roads and Maritime Services. This allows the first national snapshot of heavy vehicle-related data and information for analysis and identification of unsafe and non-compliant behaviours
- harmonising the access policy settings for two major vehicle classes (SPVs and PBS truck and dog combinations) delivering truly national operating policy for these vehicles
- using best-practice policy advice from the Fatigue Expert Reference Group to deliver a national written work diary exemption for agricultural vehicles operating within 160 kilometres of their home base.

We are leading and participating in a number of national research projects in collaboration with Austroads, including:

- the best-practice approach to measuring masses on OSOM vehicles, which will provide for more consistent compliance and enforcement processes, and lead to increased safety and productivity outcomes
- development of a new performance-based pavement loading standard that will allow consistent evidence-based decision-making and better reflect benefits of high-productivity vehicles utilising Australia's road network
- development of a national bridge assessment framework.

**Initiative** Strong contributions to Ministerial decision-making



Our strong contributions to Ministerial decision making is evidenced by:

- support by the Council for the Commonwealth Government heavy vehicle safety funding
- endorsement of our proposal to increase industry awareness of CoR and Codes of Practice requirements
- our joint proposal with VicRoads to install additional automatic number plate recognition cameras within Victoria was supported.

"Since the Introduction of NHVL in February 2014 we have seen quite a few significant changes to access for HPVs in SA.

The introduction of the new NHVL with a more transparent process for managing Access Permits has enabled SA Operators to achieve productivity gains that will be an economic benefit to the state.

The ability of individual operators to consult with the NHVR Access team and the strong working relationship between the Industry Associations, the NHVR and DPTI have enabled significant progress to be made over the past 18 months in the ultimate aim of One Rule Book across all borders.

We look forward to continuing the strong working relationship with the NHVR."

Ron Harvey  
Compliance and Training Coordinator, Dennis Transport

## Initiative

### Legislative and operational improvements in the HVNL



Amendments that we proposed that were incorporated in the HVNL Amendment Bill, approved by responsible Ministers during 2015–16, included provisions:

- accommodating means of calculating mass other than the use of mechanical devices for the purposes of defining the acceptable content of a mass management system
- removing the obligation to record reductions in load having no reasonable relationship to the allowable mass for the vehicle for the purposes of defining the acceptable content of a mass management system
- substituting the mandatory requirement to publish notification of various matters in national newspapers with more targeted and flexible arrangements
- empowering the Regulator to make minor amendments to statutory notices to facilitate the quicker and more flexible production of the instruments
- authorising the Regulator to substitute a vehicle the subject of a permit with another vehicle within the same 'performance envelope' without requiring road manager consent
- authorising the NHVR Board to make operational amendments to guidelines and standards under the HVNL that would ordinarily require endorsement by responsible Ministers
- self-clearing defects.

Further, we chaired the first national maintenance group and were successful in proposing amendments for consideration by Ministers that:

- reduced the number of routine information notices produced that were of no relevance to applicants
- clarified the period in which an affected person may apply for internal review of an access decision
- aligned the requirements for LED warning lights with the commercially available specifications through the use of a performance standard
- allowed removable load restraint equipment to be included in the width allowance for a heavy vehicle
- authorised the use of electronic documents to confirm information regarding Container Weight Declarations
- clarified the scope of the definition of a 'special purpose vehicle'.



## Goal 3: Foster strong, harmonious and productive relationships with stakeholders

We will maintain constructive working relationships with state and territory agencies and national bodies and promote effective consultation and communication with the heavy vehicle transport industry. Through targeted education, training and promotional campaigns, we will increase awareness of obligations and foster the uptake of the desired behaviours to support higher levels of safety.

<b>Objective 3.1</b> Foster 'shared ownership' relationship model with jurisdictional partners	
<b>Initiative</b>	Provide accurate advice on key regulatory issues to responsible Federal Minister and national Ministerial bodies within agreed timeframes
✓✓✓	All scheduled submissions to the Council and the Transport and Infrastructure Senior Officials Committee (TISOC) were considered by those bodies and endorsed. These endorsements included major submissions on our 2016-17 budget, the NHVRS, Roadworthiness and EWD projects. Considerable progress has also been made in 2015-16 in achieving endorsement of future service delivery plans and agenda.
<b>Initiative</b>	Engage with jurisdictions collaboratively through advisory group forums
✓✓✓	<p>The quality and level of our engagement with jurisdictions was improved in 2015-16, with respect to consultative forums and project engagement, with higher level officers attending and increased Western Australian and Northern Territory participation.</p> <p>Our collaboration with Western Australia and the Northern Territory was strengthened in 2015-16 through a partnership approach to the release of the <i>National Heavy Vehicle Inspection Manual</i> and an agreement to undertake trials to support the development of the NCIS through the sharing of electronic compliance data across borders.</p> <p>Our National Operational Strategic Policy Advisory Group (NOSPAG) held four scheduled meetings in 2015-16 and included for the first time formal attendance from Western Australia. This group has been essential in providing comprehensive consultation on Council and TISOC initiatives and agendas and demonstrates that our partnership with jurisdictions continues to grow.</p> <p>Jurisdictional agencies are also heavily engaged in our major projects, including the NHVRS and Roadworthiness projects.</p>
<b>Objective 3.2</b> Regular and close engagement with industry to encourage greater acceptance of its obligations to maintain high standards of safety	
<b>Initiative</b>	Enhance awareness within industry through the use of multi-media frameworks
✓✓	<p>In 2015-16, we released the first two videos of a series of four to assist local government to improve the productivity and safety of the heavy vehicle industry.</p> <p>The first video showcased Moree Plains Shire Council's approach to access permit requests and their engagement with the heavy vehicle sector. <i>PBS: The Big Picture</i> showed the benefits of expanding non-permit networks for high-performance vehicles.</p> <p>The final two videos in the series will be released in 2016-17.</p>

"I really can't praise your permit team enough, the guys involved were Craig, Shaun and Karren from Morland city council. They all went above and beyond to get the job done. Too often people are quick to say when things are wrong and how this is not working...in this case it just proves that you have a great team that are willing to go that extra mile to help a customer to get the end result. I was really impressed with the professional attitude of your team. Once again I cannot thank them enough!"

Nick Simpson  
Heavy Haulage/Operations Controller, L Arthur Pty Ltd

**Objective 3.3** Establish more effective, supportive and responsive relationships with road managers

**Initiative** Local Government Support Program



Engagement with local government was a priority for us in 2015-16 with our approach moving from working primarily through local government peak bodies to direct engagement with individual councils and groups of councils.

We met with over 180 local councils to discuss access and understanding of their obligations under the HVNL. We also had great success in meeting groups of councils at regional meetings of councils, which have involved, at times, industry and councils working together to understand the heavy vehicle industry's need for local productivity gains through access to feedlots and important commodity routes in local areas. This has led to a more informed understanding of their obligations as a road manager, resulting in faster turnaround times and opening up of local road networks.

We developed 'heat maps' to provide increased visibility for local government and industry on access permit 'hot spots' in relation to processing times and volumes. These data have been useful in informing and targeting support programs for local governments.

**Initiative** Development of improvement actions plans by jurisdictions



Stakeholder plans for Queensland, New South Wales, Tasmania, South Australia and Victoria have been developed with action items underway to improve our engagement with local government and industry. These plans have involved engagement at the local road manager level with industry and jurisdictions to gain a better understanding of which councils have high usage networks, and to assist them in understanding their obligations under the HVNL.

**Objective 3.4** Build effective and constructive relationships with other entities with heavy vehicle regulatory responsibilities

**Initiative** Continued engagement with the NTC, Austroads, TCA, ANZPAA, Comcare and ARRB to achieved shared objectives of the reform



Our productive working relationships with other national transport agencies continued in 2015-16.

We signed a MoU to clarify our respective responsibilities for strategic and operational policy. The NTC commenced planning for transferring full operational heavy vehicle policy functions to the Regulator.

We also continued our productive relationship with Austroads, through its having a representative on the Freight Taskforce and contribution and lead on key national research projects and initiatives.



# Goal 4: Increase organisational effectiveness, efficiency and agility

The Regulator will ensure that effective organisational governance arrangements are in place and that it achieves continuous improvement of its business processes.

<b>Objective 4.1</b>	Attract and retain appropriately skilled staff and optimise their capability and performance to meet NHVR obligations
Initiative	Workforce planning
✓	We commenced organisational succession planning in 2015-16 and it will be finalised in 2016-17.
Initiative	Performance development
✓✓✓	<p>In 2015-16, we focused on strengthening our skills in project management to manage our major projects portfolio more effectively. A portfolio approach to project management was implemented and centres of excellence were established with specialist project management resources better able to be shared across the organisation.</p> <p>Executive and senior staff underwent media and presentation skills training during 2015-16, while social media training was provided to communication staff to continue to improve the Regulator's social media reach.</p> <p>In 2015-16, executive coaching for our Executive Leadership Team and the in-house Leadership Development Program for our middle management were delivered to strengthen our leadership capability.</p>
<b>Objective 4.2</b>	Continuous improvement of the efficient delivery of operational activities, regulatory services and other support functions
Initiative	National Service Transition Project
✓✓✓	In 2015-16, we successfully managed the transfer to us of prosecution, investigation and compliance intelligence functions from South Australia. Our South Australian office is now open and resourced, with further functions to be transferred in 2016-17.
Initiative	Automation of the access permit function
✓✓✓	The staged early release of our Customer Portal was undertaken, while final development of our web-based Route Planner tool was conducted. The full Customer Portal will be delivered in 2016-17.



<b>Objective 4.3</b> Ensure clearly defined lines of accountability, responsibility and authority across the organisation	
<b>Initiative</b>	Risk, business continuity management and corporate governance
✓✓✓	<p>In 2015-16, our Risk Management Framework was reviewed as part of our internal audit program, with a number of enhancements made. A resultant simplified process, tailored tools, a 'step-by-step' assessment guide and in-house training have allowed us to further embed risk management discipline in all of our business functions, projects and decision making.</p> <p>Our Business Continuity Framework was finalised and endorsed by our Governance Committee, and encompasses recovery plans for our Brisbane and Adelaide sites.</p> <p>Our Corporate Governance Framework was enhanced throughout the year with the addition of new policies and refinement of existing policies through our annual review process. This also included an internal review of both the framework and accompanying Financial Delegations and Authority Matrix by our incoming Executive Director, Business Services.</p>
<b>Initiative</b>	Complaint handling system
✓✓✓	<p>With our External Complaints Management Policy in place, we are committed to managing complaints in an accountable, transparent, timely and meaningful way. During 2015-16, we received 100 complaints which were processed through the NHVR Complaints Management Framework with three currently under investigation.</p>
<b>Initiative</b>	Investment management and program management frameworks
✓✓	<p>Components of our Investment Management Framework have been completed and are in use within the organisation to prioritise work requests and project proposals. Tools include the Forward Work Program and a decision-making tool. Policy and work procedures are being developed and will be embedded within our Corporate Governance Framework.</p> <p>As a demonstration of our commitment to providing strong industry-standard project governance and portfolio management, we have established Portfolio Services, including five in-office Centres of Excellence to support our delivery of major projects efficiently and effectively. This group has formally adopted the Prince2 governance model supported by a combination of commercial off-the-shelf program methodology and Agile project mechanisms.</p>
<b>Objective 4.4</b> Enhancing knowledge and information management to further refine evidence-based decision-making capability	
<b>Initiative</b>	Data strategy
✓✓	<p>In 2015-16, we developed our high level Data Strategy, with the development of an organisational service catalogue, operational level data framework and information architecture to be completed in 2016-17.</p>
<b>Initiative</b>	Organisational records management compliance and capability
✓✓	<p>Our Records Management Program, encompassing policy, procedures, tools, templates and training has been completed and delivered, with a phased roll-out of the eDRMS commencing from January 2016. The full system deployment will be completed in 2016-17.</p>

"Thank you to Greg Martin and Margaret Kosh for your assistance with getting this urgent application through on time.

In working closely with DSG, local councils and your team at NHVR we had an approved permit through within 24hrs, which is quite amazing due to the size of crane involved and the route to be taken.

We appreciate the time and effort that your team puts in to making the permit process as quick as possible."

Ali Wilson  
Statewide Cranes

# Performance against national performance measures

<b>Measure 1</b>	The NHVR does not unnecessarily impede the efficient operation of regulated entity
<b>Performance standard</b>	The NHVR demonstrates an understanding of the operating environment of the heavy vehicle industry and the current and emerging issues that affect the sector.
	<p>Through a better understanding of our operating environment, we have successfully delivered a number of initiatives that will have a direct, positive impact on the heavy vehicle industry's safety and productivity.</p> <p>These initiatives include:</p> <ul style="list-style-type: none"> <li>• <i>National Class 1 SPV Notice</i> co-designed with state road authorities and key industry stakeholders, greatly reducing the number of access consents and permits required for important classes of mobile cranes and other SPVs. A number of significant benefits to industry have been achieved through the <i>SPV Notice</i>, including increased axle mass limits for mobile cranes, increased rear overhang for mobile concrete pumps, and a streamlined registration process for vehicles operating under the <i>SPV Notice</i></li> <li>• <i>Multi-State Class 1 Load Carrying Vehicles Mass and Dimension Exemption Notices</i> developed, consisting of two closely-related notices, which simplify permit requirements and remove consent and permit requirements across gazetted networks</li> <li>• <i>Queensland Class 1 Agricultural Notices</i> were developed in conjunction with state road managers in response to specific industry requirements. The result is greater productivity and less red tape for the agricultural industry.</li> <li>• the development of a national work diary exemption for primary producers operating within 160 kilometres of their home base</li> <li>• <i>New South Wales Class 2 Safety, Productivity &amp; Environment Construction Transport Authorisation Notice 2016</i> was developed in collaboration with the New South Wales government in response to industry requirements. The result is a PBS network dedicated to construction vehicles meeting stringent environmental, safety and efficiency requirements for use in the New South Wales urban zone</li> <li>• a reduction in the number of various state and national notices by harmonisation.</li> </ul>
<b>Performance standard</b>	The NHVR takes actions to minimise the potential for unintended negative impacts of regulatory activities on the heavy vehicle industry or affected supplier industries and supply chains.
	<p>We have made improvements in our processes to ensure that any regulatory burden on industry is offset by a commensurate or higher safety or productivity benefit.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• continuous review of regulation to reduce costs to industry and the Regulator</li> <li>• the development of fatigue risk management templates for operators wishing to enter AFM and streamlining of the AFM process</li> <li>• moving further towards digital services for industry through the Customer Portal</li> <li>• continued work to develop the business case for the NHVRS which will provide the future national digital regulatory platform</li> <li>• the NHVR is continuing to review NHVR services against the Australian Government Cost Recovery Guidelines. This is to ensure that where a regulatory service provides a direct benefit to individual or operator, that they also bear the appropriate cost. Work is ongoing after successful completion of the Cost Recovery Study Project, which recommended that certain regulatory services should be charged directly to specific operators who benefit, instead of being funded by the entire industry through the Heavy Vehicle Charges Determination.</li> </ul>

Performance standard

The NHVR implements continuous improvement strategies to reduce the costs of compliance for the heavy vehicle industry.

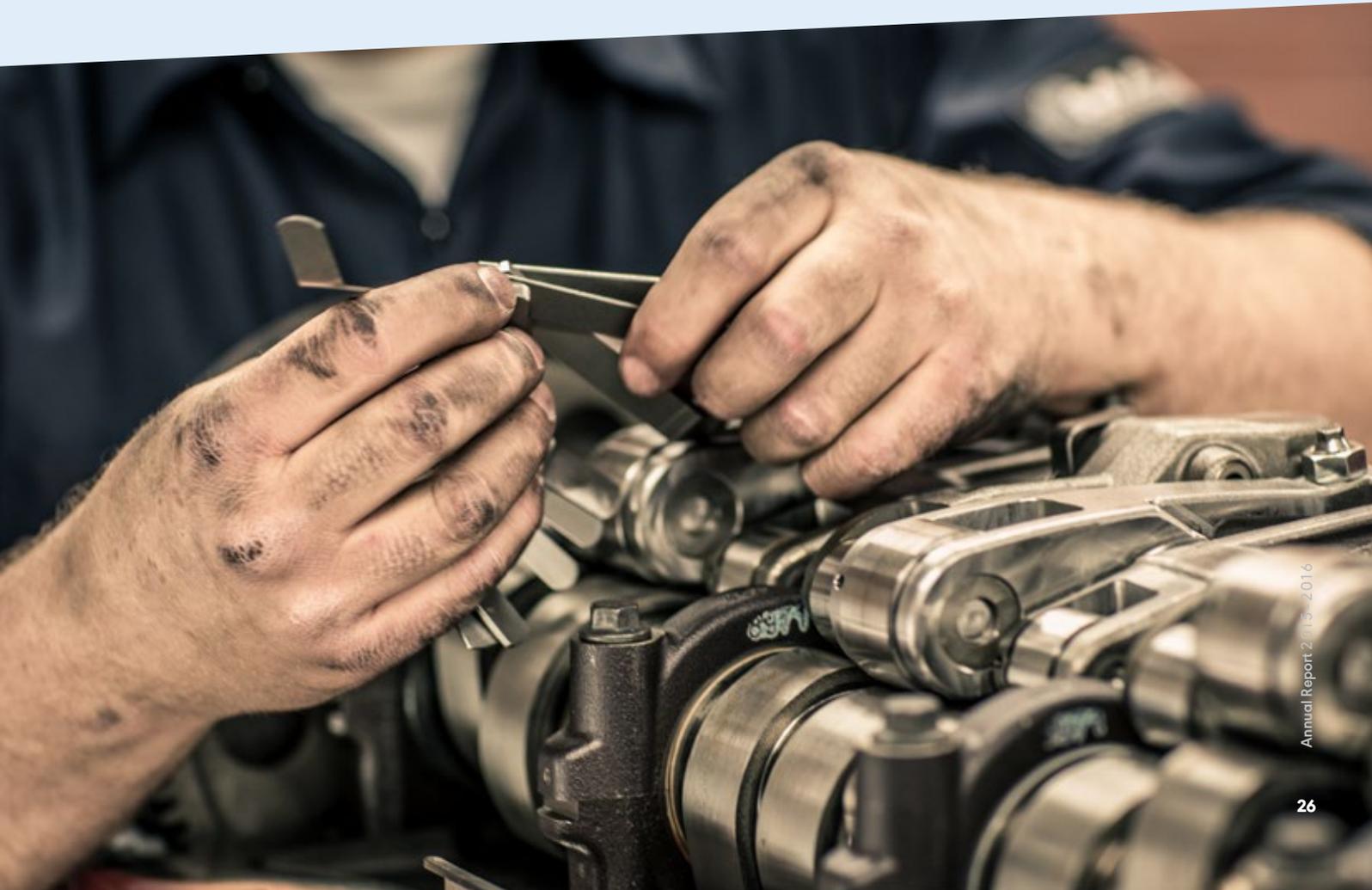


**We have made tangible progress to reduce the cost of compliance for industry through harmonisation and evidence-based decision-making underpinned by national data sets.**

We have recognised that future regulatory reform will require national datasets generated by coordinating state-based information, coordinating information systems and regulatory telematics. We are moving towards heavy vehicle regulation underpinned by harmonised policies and information, supported by broad-scale telematics. This will decrease the cost of regulation while improving its effectiveness.

Other key improvement strategies include:

- the development of four major national notices and related plain-English information sheets that are expected to reduce the number of heavy vehicle access permits by 30,000 per year
- the identification and promotion of HVNL refinements to address inconsistencies and unintended regulatory outcomes, resulting in streamlined compliance and enforcement processes and reduced regulatory burden on industry
- the conduct of NHVR training nationally for NHVAS auditors to increase their competencies, provide consistency and increase industry confidence
- collaborative work with industry to adopt safe work practices which improve the overall performance of transport providers and supply chain partners
- work undertaken as part of the NTC review of CoR duties and investigator powers, resulting in guidance and training materials delivering streamlined approaches for industry.



## Measure 2 Communication with the heavy vehicle industry is clear, targeted and effective

**Performance standard** The NHVR provides guidance and information that is up-to-date, clear, accessible and concise through media appropriate to the heavy vehicle industry.



We have executed an organisational communication strategy using a multiple channel approach that is targeted and informative for our stakeholders.

In 2015-16 we:

- released 45 media statements, eight local government updates and 24 industry updates
- held a national webinar on SPVs aimed at local councils
- encouraged stakeholders to monitor our performance through our state and local government 'heat maps' and Quarterly Performance Snapshot, showing road manager consents, and statistics on the PBS scheme, NHVAS, permit applications and customer service
- published and updated a range of National Compliance Bulletins and associated material designed to provide practical advice to help heavy vehicle drivers and operators to comply with the HVNL and provide information about some of the methods used to assess compliance. These related to:
  - Restricted Access Vehicles
  - Heavy Vehicle Mass Assessment
  - Heavy Vehicle Dimension Assessment
  - Heavy Vehicle Defects
  - Carriage and Presentation of Documents
  - National Heavy Vehicle Accreditation Scheme
  - Notices that Must be Carried
  - 1 Tonne Tri-Axle Mass Transfer Allowance
  - Definition of Low Loaders.
- established a dedicated Safety Promotions, Training and Education unit to specifically develop and disseminate timely and cogent information to industry in support of regulatory initiatives.

**Performance standard** The NHVR considers the impact of its activities on the heavy vehicle industry and, as far as possible, engages with industry groups and representatives of the affected stakeholders before changing policies, practices or service standards.



Our formal industry engagement mechanisms have been refined to ensure industry consultation is an essential component to all regulatory development activities and projects.

In 2015-16, we engaged with peak industry bodies through 65 keynote speeches and presentations, and 12 industry forums. Significant engagement was undertaken with peak industry groups prior to delivering three national notices for *National Class 1 Special Purpose Vehicle Notice* and the *National Performance Based Standards (PBS) Level 1 & 2A Truck and Dog Notice*.

Further engagement with industry was undertaken before we developed a package of accelerated safety initiatives and our 10-year vision, *NHVR Strategic Directions 2016*, released in May 2016.

During the development of *Setting the Agenda - Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry, 2016-2020*, we held discussions with industry associations and peak bodies, including the Australian Trucking Association, NatRoad, ALTRA, Bus Industry Council, Australian Logistics Council, Australian Local Government Association (ALGA) and the Crane Industry Council of Australia (CICA). We also discussed relevant matters with operators from various transport sectors, including bulk fuel, cement, general freight, livestock, long distance, refrigerated, steel and waste. Consultation was also undertaken during Industry Reference Forum (IRF) and Industry Operator Group meetings.

We discussed the proposed guidelines for Industry Codes of Practice with over 40 industry, supply chain and association representatives from the following sectors: general freight, retail, refrigerated, bulk fuel, timber/forestry, cement, waste services, livestock, containers and long distance.

We follow the Commonwealth Government's *Regulator Performance Framework* which requires formal and informal regulator impact assessments to be undertaken for all material policy changes.

**Performance standard**

The NHVR's decisions and advice are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.



Our Customer Charter will be refined to better underpin the timely delivery across the full suite of services and functions.

Although some of our functions are subject to defined service standards that are measured and monitored, the standards are not consistent across the full suite of services. This will, as far as possible, be addressed in our Customer Charter, which will be finalised and released in 2015-16, to enable us to report full achievement of this national metric.

Regulator service metrics recorded in 2015-16 include:

- NHVAS service delivery standards (96.5% in 10 days, 97.6% in 12 days, 98% in 14 days)
- Average end-to-end time for Access permits 22.14 days (23.48 days in 2014-15)
- 500-plus inquiries in relation to compliance and CoR which were responded to within a three-day period.



<b>Measure 3</b> Actions undertaken by the NHVR are proportionate to the regulatory risk being managed	
<b>Performance standard</b>	The NHVR applies a risk-based, proportionate, consistent and fair approach to regulatory compliance and enforcement.
	<p>In our <i>NHVR Strategic Directions 2016</i> document, we set out our strategic direction for a risk-based approach to regulatory compliance and assurance.</p> <p>In 2015-16, we undertook significant work in developing our National Compliance and Assurance Strategy. This provides a vision for the direction of our compliance and assurance activities over the next five years. We provide leadership in the delivery of consistent, coordinated and effective national compliance and assurance activities. We have worked and continue to work with our partner agencies to improve harmonisation and consistent approaches to compliance, which will be captured in national standards and manuals under development.</p>
<b>Performance standard</b>	The NHVR's policies on compliance and enforcement are publicly available.
	<p>Our policies and guidelines on compliance and enforcement are regularly reviewed and amended to reflect the changes in the HVNL and the operational landscape and made available to our partner agencies.</p> <p>This is demonstrated by:</p> <ul style="list-style-type: none"> <li>• our completing the third review of national compliance and enforcement guidelines for use by our partner agencies in developing and amending their respective operational material for Authorised Officers (and other relevant staff). These guidelines support the consistent application of the HVNL across Australia</li> <li>• our developing and publishing the <i>National Heavy Vehicle Inspection Manual</i>, which will be adopted by all jurisdictions and clearly articulates the requirements and measures associated with heavy vehicle and roadworthiness standards.</li> </ul>
<b>Performance standard</b>	The NHVR's preferred approach to regulatory risk is regularly reassessed. Strategies, activities and enforcement actions are amended in a timely way to reflect changing priorities that result from new and evolving regulatory threats, without diminishing regulatory certainty or impact.
	<p>We are incrementally reviewing and adjusting our processes relating to our regulatory functions and services.</p> <p>In 2015-16, we continued to apply current research in developing national models for CoR and cross-border operations and enforcement activities generally. This included applying an informed approach to operational planning and the identification and management of safety and risk issues across the heavy vehicle industry.</p> <p>Our Roadworthiness Program continued to support developing a risk-based approach to vehicle inspections and associated roadworthiness initiatives. Various templates have been developed under AFM to encourage industry to adopt fatigue risk management systems and processes that provide flexibility while managing the driving task.</p> <p>Further, the implementation of the review of the NHVAS continues to deliver ongoing improvements for monitoring auditors within the scheme and operators by providing improved assurance processes. This has been facilitated by updates to our business rules as well as much higher visibility of auditors by registering them as auditors for the NHVR.</p>
<b>Performance standard</b>	The NHVR recognises the compliance record of regulated entities, including using earned autonomy.
	<p>We continue to develop and incorporate evidence and risk-based approaches into our policy and procedures.</p> <p>An operator's compliance record is an important part of assessing applications for NHVAS and AFM.</p>

<b>Measure 4</b> Compliance and monitoring approaches are streamlined and coordinated	
<b>Performance standard</b>	The NHVR's requests for information are targeted and only made when necessary to secure regulatory objectives and in a way that seeks to avoid red tape.
	<p><b>We only seek information from industry if it is incident-specific or required to enable the delivery of service.</b></p> <p>We collect personal information in accordance with the requirements of the <i>Information Privacy Act</i>, in other words:</p> <ul style="list-style-type: none"> <li>• the information is necessary for our functions under the HVNL</li> <li>• we do not collect any more than is necessary</li> <li>• we do not use unfair or unlawful means of collection.</li> </ul> <p>Against that background, we gather data from our customers to have targeted information relating to their operations for the purposes of incident enquiry, performance review and audit and assurance planning.</p>
<b>Performance standard</b>	The NHVR's frequency of information collection is carefully managed and, where possible, coordinated with similar processes, including those of other regulators so that, as far as possible, relevant information need only be requested once.
	<p><b>In 2015-16, we did not directly collect national data on compliance activities.</b></p> <p>In 2016-17, this deficiency will be addressed through the following initiatives:</p> <ul style="list-style-type: none"> <li>• We have commenced annual cost recovery studies, which aim to provide a full picture of relevant national data for all of the services which are provided for us under service agreements with the responsible jurisdictional bodies. In 2016-17, we expect to have sufficient compliance data for 2015-16 for analysis and reporting purposes</li> <li>• Our NCIS project aims, by establishing an effective national heavy vehicle monitoring network, to give us and partner agencies relevant national heavy vehicle information and data in and across all jurisdictions. This will foster improved industry compliance and safety outcomes. We expect this will be in place by June 2018 and will grow in capability as it is rolled out across all states and territories.</li> </ul>
<b>Performance standard</b>	Where possible, the NHVR uses existing information to limit the reliance on requests from regulated entities and share the information among regulators, where possible.
	<p><b>With our technology-enabling projects, we are adopting the principle of harnessing information generated from existing data located in jurisdictional-based systems.</b></p> <p>We have agreed with our partner agencies to enter into a MoU to record our common intention to cooperate in the sharing of information relevant to the heavy vehicle regulatory task. The MoU provides a framework for the sharing of a range of heavy vehicle related data and information between and across the NHVR and road transport authorities.</p> <p>The MoU was signed by all participating jurisdictions in 2015-16, other than New South Wales, which is expected to sign the MoU in 2016-17.</p>
<b>Performance standard</b>	The NHVR bases monitoring and inspection approaches on risk and, where possible, takes into account the circumstances and operational needs of the heavy vehicle industry.
	<p><b>We have adopted a risk-based approach in developing our monitoring and inspection processes.</b></p> <p>In 2015-16, we issued in excess of 20 national compliance and enforcement instructions and advices to partner agencies.</p> <p>Our ongoing facilitation of the national operational support process ensures effective and timely information flow between us, our partner agencies and the heavy vehicle industry. We are providing timely and effective operational support. This ranged from responding to general enquires and providing clarification through to the development and dissemination of a broad range of operational information, material and advice.</p> <p>The National Roadworthiness Baseline Survey, to be completed in 2016-17, will facilitate the further development and application of this policy approach in our inspection regime. The data collected from the survey will enable us to target heavy vehicle activities that have the highest risk for road safety.</p>

<b>Measure 5</b>	<b>The NHVR is open and transparent in its dealings with regulated entities</b>
<b>Performance standard</b>	<b>The NHVR's risk-based frameworks are publicly available in formats which are clear, readily understandable and accessible.</b>
	<p><b>We are progressively releasing our core risk-based frameworks for safety, compliance and assurance and productivity, underpinned by industry education and awareness activities.</b></p> <p>In May 2016, we released our 10-year <i>NHVR Strategic Directions 2016</i> to inform the heavy vehicle industry, regulatory partners and other interested persons, what our major regulatory challenges are and how we will address them.</p> <p>Our 10-year vision will be underpinned by three key national strategies—Safety, Compliance and Assurance, and Productivity—over the next five years. These strategies were detailed in the document, <i>Setting the Agenda – Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry, 2016–2020</i>, to be launched in August 2016.</p> <p>We also continued to publish and provide guidance on the risk-based AFM modules and associated risk management practices. We also supported operators through the development and provision of relevant templates and advice.</p>
<b>Performance standard</b>	<b>The NHVR is open and responsive to requests from the heavy vehicle industry.</b>
	<p><b>Our formal engagement mechanisms with industry facilitate transparent and responsive dealings.</b></p> <p>We used our six formal mechanisms to consult directly with the heavy vehicle industry through industry operations groups and the IRF. The groups meet quarterly.</p> <p>We held nine industry forums in 2015–16, and we published communiques from all forums on our website. The forums are:</p> <ul style="list-style-type: none"> <li>• NHVR IRF (six held)</li> <li>• NHVR Agricultural Industry Operators Group Forum (one held)</li> <li>• NHVR Livestock and Rural Transporters Industry Operators Group Forum (one held)</li> <li>• NHVR Oversize Over Mass Industry Operators Group Forum (one held).</li> </ul> <p>In addition, we attended industry conferences to engage directly with the heavy vehicle industry bodies and their members.</p> <p>In 2015–16, we received seven submissions from industry for our forward work inclusion process. This provides a channel through which industry can submit evidence-based safety and productivity initiatives for our consideration. All seven submissions were included in our Forward Work Program.</p>
<b>Performance standard</b>	<b>The NHVR's performance measurement results are published in a timely manner to demonstrate its accountability.</b>
	<p><b>Our formal processes and mechanisms have ensured that our external reporting requirements have exceeded our legislative accountability requirement.</b></p> <p>This is demonstrated by:</p> <ul style="list-style-type: none"> <li>• our 2014–15 Annual Report was provided to responsible Ministers by 30 September 2015, in accordance with our legislative obligation. After Parliamentary tabling, we uploaded the report to our website to provide broader visibility to our stakeholders</li> <li>• in 2015–16, Quarterly Performance Snapshots were added to our external reporting regime, and we presented them to industry to provide transparency of our performance and that of road managers. We also introduced 'heat maps', showing the volume of applications for road access permits and the turnaround times of state and local government road managers.</li> </ul>

<b>Measure 6</b> The NHVR actively contributes to the continuous improvement of regulatory frameworks	
<b>Performance standard</b>	The NHVR establishes cooperative and collaborative relationships with stakeholders to promote trust and improve the efficiency and effectiveness of the HVNL.
	<p>We regularly collaborate with stakeholders in the development of policies and regulatory products.</p> <p>This is demonstrated by:</p> <ul style="list-style-type: none"> <li>• collaboration with the NTC, jurisdictions, state and local road managers, policy and industry on legislative amendment packages</li> <li>• regular stakeholder consultation on regulatory reform through TISOC, NOSPAG, IRF and the National Compliance and Enforcement Operations Forum.</li> </ul> <p>We expect to improve further in this approach in 2016–17 through the development of a National Harmonisation team responsible for developing harmonised frameworks and policies through a benefits realisation model that will consider and report on the cost of compliance.</p>
<b>Performance standard</b>	The NHVR engages stakeholders in the development of options to reduce compliance costs. This may include self-regulation, appropriate changes to the overarching regulatory framework or other strategies to improve monitoring and compliance approaches.
	<p>Using stakeholder engagement as a major input, we have developed initiatives that have resulted in reduced compliance costs.</p> <p>This was demonstrated in 2015–16 by:</p> <ul style="list-style-type: none"> <li>• many national authorisations and exemptions, each of which resulted from extensive consultation, incorporating feedback from state and local governments, as well as key industry partners. These have had a major influence on increasing commonality between jurisdictions and reducing reliance on permits. These outcomes, in turn, result in simpler operations, with lower administrative overheads</li> <li>• harmonisation of four loading concession compliance schemes to be administered by individual Queensland sugar mill operators, allowing for self-management of loading concessions. This is in return for lower impact compliance activity aimed at achieving regulatory compliance rather than requiring regulatory enforcement. Under the new harmonised notice, all those schemes will be under the same instrument and operate for five years</li> <li>• development of new mass loading concession schemes to be self-regulated in the timber industry and the introduction of the New South Wales Roads and Maritime Services' <i>Safety, Productivity and Environment Construction Transport Scheme</i> for the construction transport industry in New South Wales</li> <li>• the establishment of a process to develop HVNL amendment packages and to secure stakeholder agreement, which commences approximately 12 months prior to the relevant, decision-making council meeting</li> <li>• engagement with a range of stakeholders throughout the legislative development and maintenance process to identify and propose changes to the HVNL</li> <li>• we have actively encouraged industry participants in the uptake of technology as a means of better managing compliance with the HVNL and improving safety and productivity outcomes.</li> </ul>
<b>Performance standard</b>	The NHVR shares feedback from stakeholders and performance information with relevant departments and agencies to improve the operation of the HVNL.
	<p>We have established mechanisms to formally exchange stakeholder feedback and performance information with jurisdictions.</p> <p>Through NOSPAG, we shared feedback received from industry with participating jurisdictions. NOSPAG met four times during 2015–16, and industry was invited to participate in a NOSPAG workshop for the first time in October 2015. Engagement between industry and NOSPAG will be ongoing.</p> <p>We started to produce quarterly performance 'heat maps' on road access permit performance to ensure transparency and worked with road managers where access issues were identified. Heat maps were also provided to local governments to help them with their responsibilities under the HVNL.</p> <p>We worked directly with local governments, through regional council groups and through their state associations to assist them to better manage their responsibilities under the HVNL.</p>

# 03 Corporate governance and management

We have a range of measures in place to ensure that we are publicly accountable for our actions and provide a safe and rewarding work environment for our people. In this section of the report we provide details of our corporate governance arrangements, our organisational structure and our staff. We also describe what we do to engage effectively with our stakeholders.



# Corporate governance

Our Corporate Governance Framework is the documented set of policies, procedures and practices that we use in our work. It provides the context within which we operate to achieve our objectives, ensuring transparent, ethical and accountable evidence-based decision-making and effectively managing risk and key stakeholder relationships.

Our Corporate Governance Framework is firmly aligned with the HVNL and fully reflects all relevant Queensland and Commonwealth legislation and policies that directly affect us in our capacity as the NHVR. The system addresses governing and management arrangements, policy setting, internal and external communication, risk management, continuous improvement processes, and our appointment and management of delegates and authorised persons.

## Enabling legislation

The HVNL is enacted through a cooperative applied law scheme. The scheme involves the application or adoption of the text of standard provisions promulgated in Queensland in each participating jurisdiction.

During the reporting period, the following amending Acts and Regulations were passed:

- *Heavy Vehicle National Amendment Regulation*
- *Heavy Vehicle National Law Amendment Act 2015*.

## Responsible Ministers

We report directly to responsible Ministers. The HVNL defines responsible Ministers as a group of ministers consisting of the responsible Minister for each participating jurisdiction (as nominated by that jurisdiction) and the Commonwealth responsible Minister. The responsible Ministers are likely to be members of the Council.

We provide the following to responsible Ministers:

- 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.

Since our commencement in 2013, we have also provided reports to each meeting of the Council addressing matters we consider will be of interest to ministers, seeking their guidance or approval of proposed actions, among other things.

Under the HVNL, we must also:

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

The provision of this report to responsible Ministers by 30 September 2016 will satisfy our obligation under s.693. The Council's endorsement of our 2016-17 to 2018-19 Corporate Plan in May 2016, satisfied s.695 of the HVNL.

No written directions or referrals were given or made to the Regulator in 2015-16.

## NHVR Board

The NHVR Board, established under Part 12.2 of the HVNL, consists of five members appointed by the Queensland Minister on the unanimous recommendation of responsible Ministers. Within 2015–16, all members were reappointed for another three-year period, in addition to the appointment of the Deputy Chair.

The Board's functions include:

- deciding the policies of the Regulator
- ensuring the Regulator exercises its functions in a proper, effective and efficient way.

## Board members



**Bruce Baird AM, Chairman**

The Hon. Bruce Baird has extensive knowledge of the transport industry. He has had a long and distinguished political career at both state and federal levels and has held senior roles within large corporations and government organisations. He is a former New South Wales Minister for Tourism and Roads (1993–95) and Minister for Transport (1988–95) and has first-hand experience implementing significant transport reform.



**Peter Garske, Deputy Chairman**

Mr Garske is the former CEO of the Queensland Trucking Association. He is a director of TWU Nominees Pty Ltd, an industry superannuation fund and chairs the fund's investment committee. He is a director of the Queensland Transport and Logistics Council, and a member of the Queensland Workplace Health and Safety Board.

## Board meetings

During 2015–16, the Board convened 17 times, with 12 formal Board meetings and five out-of-session meetings.

All Board members attended each meeting.

## Finance and Audit Committee

The Finance and Audit Committee assists the Board in monitoring the systems of internal control and ensuring the integrity of the financial reporting process of the Regulator. The committee, chaired by Vincent Tremaine, comprises three Board members with the CEO and Executive Director, Business Services as ex-officio members. The committee meets on a quarterly basis.

During 2015–16, four formal committee meetings were held.

## Governance Committee

The Governance Committee assists the Board in dealing with matters relating to governance and makes recommendations to the Board concerning governance policies in light of best-practice, legislative developments and the needs of the Regulator, ethical standards, including the Code of Conduct and, other matters referred to the committee by the Board.

The committee comprises three Board members, with the CEO and Executive Director, Business Services as ex-officio members and is scheduled to meet three times a year. During 2015–16, the committee, chaired by Robin Stewart-Crompton, met formally three times.

## Organisational structure

The Regulator's structure is designed to ensure that our resources are strongly aligned to our core functions, providing for strong accountability and clear lines of reporting.

Figure 1 (opposite) shows the functions, responsibilities and relationships of our organisational structure as at 30 June 2016.

## Organisational changes

In 2015–16, the Regulator reviewed its organisational structure and will commence implementation of the structural changes in 2016–17.



**Robin Stewart-Crompton**

Mr Stewart-Crompton is the Director of RSC Advising Pty Ltd and is a consultant in the fields of public administration, occupational health and safety, workers' compensation and industrial relations. Previously, he was a senior Commonwealth public servant.



**Coral Taylor**

Ms Taylor is a non-executive director of NRMA Motoring and Services, a member and immediate past chair of the NRMA Policy and Advocacy Committee and a member of its Governance, Compensation and Nomination Committee. Ms Taylor has more than 25 years' experience in the motorsport industry.



**Vincent Tremaine**

Mr Tremaine is CEO of private company, Flinders Port Holdings Pty Ltd. He is responsible for Flinders Ports, Flinders Logistics, Flinders Adelaide Container Terminal and HydroSurvey Australia. He is Chairman of Business SA and Chairman of Ports Australia. He is a Certified Practising Accountant.

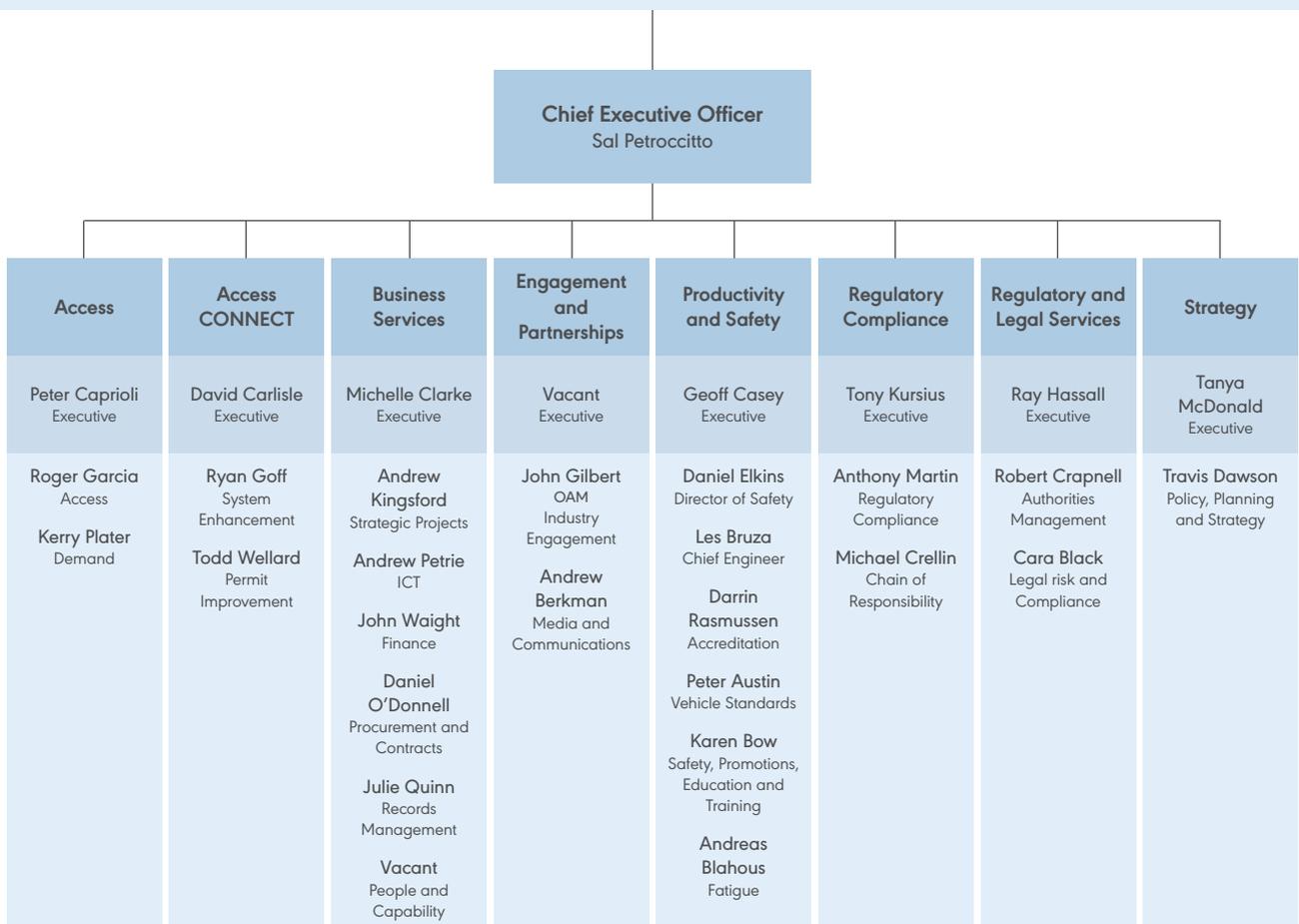


Figure 1: Organisational structure at 30 June 2016

## Executive Leadership Team



**Sal Petrocchio**

Chief Executive Officer

Sal Petrocchio became Chief Executive in May 2014, following a nationwide recruitment search. Since taking up his position Sal has led significant transformational change across the organisation, working to ensure the Regulator has the right operational focus and capability to fulfil its remit under the HVNL.

He has overseen the transition towards the NHVR's vision of 'a safer, more efficient and productive heavy vehicle industry' that is delivering results for the heavy vehicle industry, and has positioned the Regulator to ensure it can anticipate and respond to the many changes that will affect the industry into the future.

Sal was previously the General Manager of the Roads, Rail and Ports System Management Division with the Queensland Department of Transport and Main Roads where he was responsible for the development of key strategies and policies for the state's transport system and had overall coordination of the state's multi-modal freight policy agenda.



**Michelle Clarke**

Executive Director  
Business Services

Michelle has joined the NHVR as Executive Director, Business Services. Her financial services career spans two decades. During this time she has held general management and corporate services management roles across the public and private sectors.

Prior to commencing her duties with the Regulator, Michelle held the position of Chief Financial Officer with the University of New England where she oversaw the University's financial viability and strategic projects program. Michelle has also held senior roles with Tourism Queensland, Suncorp Group and Queensland Treasury Corporation, where she provided financial advice to government departments, agencies and corporations. Her responsibilities have included corporate finance, contract management, risk management and strategic project management.



**Raymond Hassall**

Executive Director  
Regulatory and Legal  
Services

Raymond Hassall leads the Regulatory and Legal Services business unit that provides advice and legal services. These include workplace, contract and commercial matters in addition to the delivery of privacy, right to information and government accountability services, and oversight of the organisation's probity framework and internal audit arrangements.

Raymond has extensive experience within public administration and leading regulatory reform at the state and national levels in a range of policy areas. This experience also includes legal and regulatory policy design, administrative review, strategic analysis, high-level stakeholder liaison and managing parliamentary and cabinet processes.



**Geoff Casey**

Executive Director  
Productivity and Safety

As the Executive Director of Productivity and Safety, Geoff Casey's key responsibilities include the delivery of the National Heavy Vehicle Safety and Productivity Strategy Frameworks. The NHVRS, Fatigue Unit, Safety Promotion Training and Education, Vehicle Standards and PBS also report through to him.

Geoff has an extensive background in regulatory policy, risk and safety management systems in safety critical industries. His most recent role prior to the NHVR was at Qantas where he was responsible for Operational Safety, Investigations and Risk.



**Tony Kursius**

Executive Director  
Regulatory Compliance

Tony Kursius heads the Regulatory Compliance business unit which is responsible for leading the implementation of heavy vehicle regulatory reform and ensuring the successful delivery of nationally consistent, coordinated and effective compliance and assurance.

With over 20 years' experience at senior executive level in regulatory and service delivery roles with the Queensland Government transport portfolio, Tony Kursius' expertise spans corporate human resource management, land transport (including registration and licensing), road safety, rail safety, road use management and transport compliance functions.

Tony has worked closely with other road transport authorities across the country in the years leading up to the establishment of the Regulator, and has extensive knowledge and practical understanding of the strategic and operational challenges in achieving national regulatory reform.



**Tanya McDonald**

Director  
Strategy

Tanya McDonald leads the Strategy business unit that delivers the policy, strategy and Forward Work Program of the Regulator.

Tanya McDonald is a seasoned strategy professional with a long career as a senior executive in the Queensland and Commonwealth governments. She has significant experience in complex reforms across all levels of government including education, infrastructure, economic development and transport.



**Peter Caprioli**

Director  
Access

As Director of the Access Operations team, Peter is responsible for the delivery of an efficient permit application process for heavy vehicle access to the road network. He and his team work closely with industry representatives from all heavy vehicle sectors, and state and local government road managers to deliver a cost-effective service to customers.

Peter has extensive experience in heavy vehicle regulatory matters and with the heavy vehicle industry. He has worked in senior government roles with the Queensland Department of Transport on heavy vehicle regulation, policy and legislative matters over many years and also has significant background in training, enforcement and education.



**David Carlisle**

Executive Director  
AccessCONNECT Program

As Executive Director of the AccessCONNECT Program, David is responsible for improving the way heavy vehicle permits are accessed, managed and issued across Australia. At the core, AccessCONNECT will provide technical innovations to improve efficiency and productivity in the movement of goods and has a key focus on improving the outcomes for industry.

David is an experienced project manager with over 20 years' experience in a range of regulatory environments. Most of his recent experiences have included working collaboratively with multiple stakeholder groups to improve processes through risk-based approaches and implementing technology solutions to create efficiency for customers and regulatory staff.

## Risk management

The identification, analysis, treatment, monitoring and review of risk are embedded into all our functions and contribute directly to the effective and efficient achievement of the Regulator's goals.

Our Risk Management Framework is reviewed on an annual basis to ensure relevance, ease of use and that it remains aligned to AS/NZS ISO 31000:2009, Risk Management – Principles and Guidelines.

During 2015–16, our framework was reviewed as part of our internal audit program, with a number of enhancements made. A resultant simplified process, tailored tools, a 'step-by-step' assessment guide and in-house training has allowed the Regulator to embed the risk management discipline more deeply across business functions, projects and decision making.

With our framework now intrinsically linked to our business planning, each business unit and project undertakes a formal risk assessment prior to the commencement of the new financial year, with identified treatments and regular monitoring activities appearing as line items in business and project plans.

## Internal audit arrangements

Our risk-based internal audit approach entails performance, financial, ICT and compliance audits across the organisation. This audit function is undertaken under a three-year outsourced internal audit arrangement, which expired on 30 June 2016, and has been extended for another 12 months.

The internal audit function assists the Board and its committees to execute their respective responsibilities effectively by providing independent advice, analysis and recommendations concerning our operations and processes. The internal audit charter and annual internal audit plan are approved by the Finance and Audit Committee.

In 2015–16, three internal audits were undertaken to review the design and improve the effectiveness of the control environment. The audits were of the following functions:

- access management and decision-making
- stakeholder engagement
- month-end process health check.

A total of 11 findings and 26 recommendations were made for management action throughout 2015–16. Oversight of the audit plan and the progress of process improvement brought about through the implementation of the recommendations, continued through regular reporting to the Finance and Audit Committee.

## Probity measures

### Public interest disclosure

The Regulator's policy and procedures on public interest disclosure are consistent with the requirements of the *Public Interest Disclosure Act 2009* (Qld). They enable confidential disclosure of matters and protect disclosers from fear or threats of reprisal for making a disclosure.

### Corrupt conduct

The Regulator is subject to misconduct prevention legislation in all participating states and territories, 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
- a statutory prohibition on its officers improperly using their position or information that comes to their knowledge through the exercise of functions under the HVNL.

The Regulator's Corrupt Conduct Policy provides a clear and transparent statement of the organisation's commitment to protecting its customers, employees, and standing within the community by effectively preventing, detecting and deterring misconduct, fraud and corruption.

The Regulator's policies and procedures relating to any complaints that may be made against our CEO are consistent with the requirements of s.48A of the *Crime and Corruption Act 2001* (Qld), and were endorsed by the Queensland Crime and Corruption Commission in December 2014.

## Code of conduct

All employees must comply with the Regulator's *Code of Conduct*. The code outlines the behavioral expectations for all employees, directors and contractors in relation to ethics, honesty, teamwork, efficiency, fairness, courtesy and integrity.

## Conflict of interest

Our *Conflict of Interest Management Policy and Management Standard* guides our employees and managers in ensuring they understand their individual responsibilities and that all conflicts of interest—perceived, real or potential—are properly managed.

At each of its meetings, the Governance Committee considers reports of any identified conflicts of interest. In the reporting period, one issue required further investigation resulting in improvements to our corporate policies.

## Fraud control

The Governance Committee receives details of any non-compliance with corporate policies and management standards and reviews thresholds and appropriateness of all financial delegations annually. No serious breaches were reported in 2015–16.

We observe our duties under the Queensland Crime and Corruption, Public Interest Disclosure and Ombudsman Acts, through our Regulatory and Legal Services business unit, which manages statutory complaints and investigations.



## People and capability

### Staffing

As at 30 June 2016, we had 167.2 fulltime equivalent employees, with a mix of permanent (enterprise agreement), temporary, contract and seconded staff.

Tables B.1 to B.3 at Appendix B detail employees by workforce profile, classification, gender, skills and turnover.

### Staff training and development

Our ability to attract and retain the most suitable and well qualified people is critical to achieving our objectives, with professional development and training a key strategy.

Our Leadership Development Program was delivered in 2015-16, in addition to the following in-house training programs:

- vehicle access and customer service training
- induction, fire and safety and evacuation training
- online training in probity and confidentiality
- eDRMS training
- media training
- risk assessment and management training.

### Workplace agreement

We continue to operate under *NHVR Single Enterprise Agreement*, which was certified by the Fair Work Commission in January 2014. The agreement is due to expire 30 June 2017, and the review of and negotiations for the new workplace agreement are expected to commence in September 2016.

## Workplace health and safety

### Workplace Health and Safety Committee

The Regulator's commitment to workplace health and safety (WHS) is underpinned by a strong governance framework. The WHS Committee meets regularly and monitors WHS performance and oversees the identification and mitigation of workplace risks.

### Wellness Committee

In 2015-16, the Wellness Committee supported and provided wellness-related activities and initiatives that positively impacted on the health and wellbeing of our staff.

Activities and initiatives undertaken during 2015-16 included:

- staff survey to understand what activities and initiatives are required
- hot and cold water filters
- providing complimentary fruit for all staff as a healthy alternative
- healthy cooking demonstrations and recipes
- regular email with health and wellbeing topics and tips.

(in relation to a presentation made at a meeting by Tim Hansen)

"The information received by members enables them to be better informed for the execution of their duties and gives them a better understanding of the functions and responsibilities of the National Heavy Vehicle Regulator"

Cr Rod Kendall  
Chairman, Country Mayors  
Association of NSW



# Stakeholder engagement

The Regulator targets stakeholder and customer needs for prompt attention, through formal strategic and operational issues management mechanisms.

## Industry engagement

Our peak strategic industry engagement mechanism is the Industry Reference Forum (IRF), with four sector-specific industry operator groups.

### NHVR Industry Reference Forum

The NHVR IRF is our key industry advisory body and consists of high-level representatives from across the heavy vehicle industry, as well as our CEO and senior staff. Membership also includes representatives from relevant industry associations.

The role of the IRF is to assist us in driving our long-term, strategic agenda for regulatory reform of Australia's heavy vehicle industry, and it has a direct link to our four industry operator groups.

In 2015–16, the IRF met four times.

### NHVR Industry Operator Groups

In 2015–16, we established four dedicated operator groups to focus on sector-specific operational issues. The groups met quarterly and membership is comprised of operators and representatives of relevant industry associations. Groups are:

- the Agricultural Industry Operators Group
- the Crane Industry Operators Group (in partnership with the CICA of Australia and state associations)

- the Livestock and Rural Transporters Industry Operators Group (partnership with the ALRTA and state associations)
- the Oversize Over Mass Industry Operators Group.

## Road manager engagement

The HVNL expressly gives road managers particular responsibilities for decision-making on heavy vehicle access to the road network. They are a state or territory road authority or a local council, and the Regulator must work closely with them to determine which vehicles operate on their roads and the conditions under which the vehicles operate.

### State road authorities

Our relationship with state and territory road authorities remains strong with both sides committed to strategic collaboration to engage with industry and local government.

With regular meetings held throughout 2015–16, we have strengthened our partnership with state and territory road authorities towards working more effectively with local government and addressing their concerns. This has been achieved through, among other initiatives, participation at state municipal associations and joint participation at council-led strategic networks to address specific road access issues.

### Local government

In 2015–16, we refined our internal coordination of engagement with local government, shifting our approach from working primarily with peak bodies to direct engagement with individual councils and groups of councils. This has enabled us to achieve a higher awareness and understanding of councils' requirements as road managers under the HVNL.

With resources boosted in 2015–16 to increase the level of local government engagement, we undertook the following engagement initiatives:

- We engaged with the Local Government Association of South Australia and the state Department of Planning, Transport and Infrastructure to discuss local government relationships and development of a state plan.
- We released the *PBS: The Big Picture* and the Moree Plains Shire Council case study as the first two of four videos which will assist local government to understand their roles in contributing to the efficiency and safety of the heavy vehicle sector.
- We held face-to-face meetings with mayors, general managers and senior technical staff in targeted councils on key freight routes in regional Tasmania, New South Wales, South Australia and Victoria. In conjunction with the New South Wales Roads and Maritime Services, we also held workshops for councils representing western Sydney.
- We attended targeted key council events, including those involving the New South Wales Mayors' Association, the Australian Local Government Association's annual conference and the Regional Organisation of Councils in Queensland and New South Wales.
- We brought industry and local government together to discuss access to local road networks.
- We entered into a Memorandum of Agreement with the Local Government Association of Queensland to provide additional resources to assist local governments to manage their role in the statutory heavy vehicle permitting process.

## Intergovernmental engagement

The Regulator's intergovernmental engagement continued successfully in 2015-16 with all four National Operational Strategy and Policy Advisory Group (NOSPAG) meetings being well attended by jurisdictional executives, and regular ongoing consultation with jurisdictions regarding service delivery and improvement.

We are pleased that this has facilitated the endorsement of the NHVR's budget, Corporate Plan and project initiatives through TISOC and Council, and we have successfully engaged with individual jurisdictions on specific local productivity initiatives. An example is the New South Wales Safety, Productivity and Environment Construction Transport Scheme notice which provides for more productive access conditions for vehicles working on New South Wales Government designated construction projects where safer PBS vehicles are used.

"NHVAS is the best of its kind to be part of and we truly value being a member."

Ms Beverly Betts  
Betts Transport

## External scrutiny

The Regulator welcomes external scrutiny as a means to confirm what it is doing well and to identify ways to better meet its statutory obligations and achieve its vision in the future.

### Parliamentary accountability

In 2015-16, we gave evidence before the *Inquiry into Aspects of Road Safety in Australia* conducted by the Commonwealth Senate Standing Committee on Rural and Regional Affairs and Transport.

### Judicial decisions

The Regulator was not involved in any judicial decisions in 2015-16.

### Coronial inquiries

Coroners have the authority to investigate deaths, identify other injuries, and make recommendations that may prevent deaths and non-fatal injuries, and their findings and recommendations may touch on matters within our responsibility.

No new coronial matters were referred to us in 2015-16.

## Administrative oversight and accountability

No allegations of corrupt conduct were received in relation to any staff member in 2015-16.

The Regulator, along with the Queensland Department of Transport and Main Roads, participated in an effectiveness audit conducted by the QAO. The report of the audit is available at [www.qao.qld.gov.au/reports-parliament/reforms-road-access-heavy-vehicles](http://www.qao.qld.gov.au/reports-parliament/reforms-road-access-heavy-vehicles). We have accepted the QAO's recommendations.

## Complaints

Effective complaints management is good business practice. With our *External Complaints Management Policy* in place, we are committed to managing complaints in an accountable, transparent, timely and meaningful way.

During 2015-16, we received a total of 100 complaints with 96 resolved, one investigated and considered unfounded, and three remaining under investigation. Major themes from complaints related to Access permits, compliance and fatigue.



## 04 Other accountability reporting

This section of the report provides information to satisfy the reporting requirements of a range of Queensland and Commonwealth laws and policies that relate to our performance as a statutory body corporate.



# Right to information and information privacy

Under s.696 of the HVNL, we are subject to the *Right to Information Act 2009* (Qld) (RTI Act) and the *Information Privacy Act 2009* (Qld) (IP Act). We comply with this legislation and the associated guidelines published by the Queensland Office of the Information Commissioner (QOIC).

The RTI Act requires us to make information available to the public proactively and allow people to apply for information. Under the IP Act, we must protect personal information and people can apply for access or amendments to their personal information. We also comply with this legislation and the associated QOIC guidelines. Our *Privacy and Right to*

*Information Management Standard* outlines the process, controls and systems that we implement to meet these requirements.

We have a Disclosure Log<sup>4</sup> on our website to provide details of information released in response to non-personal RTI requests and make publicly available certain documents that we have already released under that Act.

In line with the intent of the RTI Act, we will, wherever possible and appropriate, routinely make information available if access would ordinarily be granted on application. Our principle is that applications under the legislation should be required only as a last resort.

<sup>4</sup> [www.nhvr.gov.au/law-policies/right-to-information/disclosure-log](http://www.nhvr.gov.au/law-policies/right-to-information/disclosure-log)

Our Publication Scheme<sup>5</sup> makes available information specified within the RTI Act, including the following:

- about us (who we are and what we do)
- our services (the services we offer)
- our finances (what we spend and how we spend it)
- our priorities (what our priorities are and how we are doing)
- our decisions (how we make decisions)
- our policies (our policies and procedures)
- lists (lists and registers).

During 2015–16, no application under either Act was made to us.

<sup>5</sup> [www.nhvr.gov.au/law-policies/right-to-information/publication-scheme](http://www.nhvr.gov.au/law-policies/right-to-information/publication-scheme)

## Purchasing

We use procurement to advance our strategic priorities and outcomes. In doing this, we aim to achieve value for money and conduct our procurement activities in a manner which demonstrates probity and accountability.

Depending on the level of expenditure, we use various procurement arrangements to ensure that a competitive process exists to give businesses a full, fair and reasonable opportunity to supply us with goods and services. We align our procurement processes with relevant compliance requirements, sound corporate governance and financial management practices.

During 2015–16, we undertook the following initiatives in this area:

- Centralised management—we established a strategic procurement and contracts management team to maximise the value of supplier agreements and reduce commercial risk.
- Baseline and maturation planning—current contract and supplier arrangements have been baselined with a maturity model and road map developed based on lessons learned to enhance our processes.
- Governance and assurance—significant procurement processes have been improved through engagement of independent probity audit and specialist ICT legal counsel at key checkpoints.

- Increased efficiency—we have automated key procurement administrative activities and new ICT procurement templates have been delivered that will reduce procurement timeframes.
- Increasing value for money—we have achieved savings while maintaining or improving service delivery.

# Recordkeeping

We are committed to managing the lifecycle of our information assets consistent with the requirements of the *Public Records Act 2002, Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records*.

Throughout 2015–16, we undertook extensive work to enhance our Records Management Program and embed compliant recordkeeping practices into our culture, corporate governance, business processes and operational activities.

In 2015–16, we undertook the following initiatives:

- We settled our Strategic and Operational Implementation Plans and an approved business case for the Records Management Program and eDRMS.
- We established the Records Management Framework that governs the way we make, keep, manage and dispose of records, regardless of format.
- We finalised and published our *Records Management Policy, Management Standard, Work Procedures and Guidelines* to support a consistent and standardised approach to recordkeeping.
- We are deploying a robust eDRMS and recordkeeping tools to enable reliable, secure and efficient lifecycle management of correspondence, documents and records.
- We began to implement a comprehensive training program to build recordkeeping capability and empower our workforce.
- We developed a comprehensive records management quality assurance program to ensure continuous business improvement of data integrity and record reliability.

# Media and Communications

Through trade and targeted mainstream media and communication channels, we deliver our information and advice to the broader heavy vehicle industry and the wider community. The media plays an important role in developing our national profile and reaching a diverse audience.

Our professionally-trained media spokespeople, comprising executives and senior technical staff, boost our media reach capabilities and allow us to participate on a range of heavy vehicle topics.

In 2015–16, we issued 49 media statements, including joint statements with industry and government partners. This resulted in generally positive media sentiment and significantly more coverage through mainstream media channels, thus expanding our profile in a wider audience.

## Advertising

We use targeted campaign advertising in trade media to strengthen awareness and recognition of our role as a national regulator and to highlight key NHVR business improvements for industry.

In 2015–16, we published statutory advertising to highlight changes to regulatory instruments (five notice changes), as required by the HVNL. This was at a total cost of \$13,367.

## Sponsorship

We invest in sponsorship opportunities to support suitable events and initiatives that align with our organisational priorities, demonstrate constructive partnerships with industry and government and offer a high level of exposure for our key regulatory messages.

In 2015–16, we sponsored two initiatives for a total of \$3750. They were the Truck Right Industry Vehicle and the Australian Local Government Association 2015 National Local Roads and Transport Congress.

## Customer service and information

Our web and social media channels grew markedly in 2015–16, reflecting the general trend in digital media take-up. These channels are a critical information and promotion platform for the Regulator to disseminate our messages and advice quickly and to reach frontline industry audiences that may not be a part of traditional industry networks. Our digital presence is built through the NHVR website, Facebook page, Twitter account and video and audio files hosted on YouTube.

### [www.nhvr.gov.au](http://www.nhvr.gov.au)

Our website is our key transactional and information channel for customers and stakeholders, ensuring quick access to the information and services that they need, and it helps us to meet our relevant legislative responsibilities.

In 2015–16, our website averaged almost 56,000 unique visits each month, which is a 21.8% increase in total visits over the year, with spikes in activity aligning with our proactive media engagement.



## 1300 MYNHVR

While the majority of interactions with the Regulator are through the website, the call centre plays an important role in providing assistance to customers and directions for customer enquiries. During 2015–16 there were more than 55,000 calls received by the call centre with an average handling time of four minutes, 24 seconds.

## Facebook

In 2015–16, our Facebook page remained popular with industry professionals, operators and drivers as an important advice and information hub. Facebook likes grew to 4940, up from 3533 one year earlier.

## Twitter

In 2015–16, our Twitter account attracted 443 followers, up from 152 one year earlier, and has continued to be a highly efficient social media platform for distributing time-sensitive content and strengthening our connections to media outlets. Through this medium, we provided information about key engagement events and consultation opportunities.

## NHVR advice and information

In 2015–16, we provided formal advice and information to assist and provide transparency for a range of industry and stakeholder audiences. These included fact sheets, bulletins, quick reference guides, summaries of penalties and infringements, notices, our Corporate Plan and Annual Report, ministerial-approved guidelines, media statements, and video and audio files.

New initiatives in 2015–16 included the releases of ‘heat maps’ showing Access permit data for local and state governments. These maps showed the number of consents, average processing times and consents greater than 28 days. They are another tool to assist industry and road managers to improve efficiency and productivity.

We also continued to release our Quarterly Performance Snapshot, including data on key organisational programs such as the NHVAS, the PBS Scheme, permit applications, customer services and road manager consents.

Among the new publications that we released in 2015–16 was the *National Heavy Vehicle Inspection*

*Manual*, a landmark national guide and compliance tool for assessing roadworthiness and improving vehicle safety. All publications are available on our website.

We distributed 27 tailored industry updates to our subscribers advising them of new services, changes to our operations and promoting our engagement and partnerships with industry and government.

## Insurance and indemnities

In 2015–16, we held professional indemnity, travel, directors’ and officers’ liability, and a range of other appropriate corporate insurances. There were no claims or circumstances which may have given rise to a claim across the insurance program.

## 05 Financial Statements

This section of the annual report provides the entirety of the Regulator's financial statements, audit opinion and explanatory notes for 2015-16. The Queensland Audit Office has performed an independent audit of, and expressed an unmodified opinion on, the financial statements.



# National Heavy Vehicle Regulator Financial Statements for year ended 30 June 2016

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## Statement of Profit or Loss and Other Comprehensive Income for year ended 30 June 2016

	Note	2016	2015
		\$000	\$000
<b>Income from continuing operations</b>			
Other contributions	2	6,985	-
Regulatory income	3	135,000	135,000
Fee income	4	3,296	3,192
Other income	5	1,812	1,624
<b>Total income from continuing operations</b>		<b>147,093</b>	<b>139,816</b>
<b>Expenses from continuing operations</b>			
Employee and related expenses	6	17,535	13,479
Service agreement payments	7	93,792	93,792
Third party services	8	9,698	8,378
Operating leases		1,224	879
Depreciation and amortisation	9	2,458	4,150
Financing costs	10	1,682	720
Other expenses	11	2,219	2,152
<b>Total expenses from continuing operations</b>		<b>128,608</b>	<b>123,550</b>
<b>Operating surplus from continuing operations</b>		<b>18,485</b>	<b>16,266</b>
<b>Other comprehensive income</b>		<b>-</b>	<b>-</b>
<b>Total surplus for the period</b>		<b>18,485</b>	<b>16,266</b>

The accompanying notes form part of these statements.



## Statement of Financial position as at 30 June 2016

	Note	2016	2015
		\$000	\$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	25	33,914	17,359
Trade and other receivables	12	9,016	2,684
Other current assets	13	440	486
<b>Total current assets</b>		<b>43,371</b>	<b>20,529</b>
<b>Non current assets</b>			
Plant and equipment	14	185	297
Intangible assets	15	5,865	3,711
<b>Total non current assets</b>		<b>6,051</b>	<b>4,009</b>
<b>Total assets</b>		<b>49,422</b>	<b>24,537</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	16	12,657	1,172
Loan liabilities	17	3,221	2,608
Accrued employee benefits	18	2,174	1,322
Unearned revenue		505	497
<b>Total current liabilities</b>		<b>18,557</b>	<b>5,599</b>
<b>Non current liabilities</b>			
Loan liabilities	17	9,020	15,794
Accrued employee benefits	18	554	339
<b>Total non current liabilities</b>		<b>9,574</b>	<b>16,133</b>
<b>Total liabilities</b>		<b>28,131</b>	<b>21,732</b>
<b>Net assets</b>		<b>21,290</b>	<b>2,805</b>
<b>Equity</b>			
Accumulated surplus		21,290	2,805
<b>Total equity</b>		<b>21,290</b>	<b>2,805</b>

The accompanying notes form part of these statements.

## Statement of Changes in Equity for year ended 30 June 2016

	Accumulated surplus	Total
	\$000	\$000
Balance as at 1 July 2014	(13,461)	(13,461)
Operating result from continuing operations	16,266	16,266
Contributed equity	-	-
<b>Balance as at 30 June 2015</b>	<b>2,805</b>	<b>2,805</b>
Balance as at 1 July 2015	2,805	2,805
Operating result from continuing operations	18,485	18,485
Contributed equity	-	-
<b>Balance as at 30 June 2016</b>	<b>21,290</b>	<b>21,290</b>

The accompanying notes form part of these statements.



## Statement of Cash Flows for year ended 30 June 2016

	Note	2016	2015
		\$000	\$000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Regulatory income		128,218	113,285
GST refunded from Australian Taxation Office		11,500	8,201
Receipts from operating activities (NHVAS and Access)		3,280	3,193
Interest received		1,876	1,448
Other		47	22
		<b>144,921</b>	<b>126,149</b>
<i>Outflows:</i>			
Employee and board related expenses		(16,463)	(12,977)
Supplies and services		(106,390)	(117,616)
		<b>(122,853)</b>	<b>(130,593)</b>
<b>Net cash provided by/(used in) operating activities</b>	<b>19</b>	<b>22,068</b>	<b>(4,444)</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for plant and equipment		(174)	(71)
Payments for intangible assets		(4,480)	-
<b>Net cash provided by/(used in) investing activities</b>		<b>(4,654)</b>	<b>(71)</b>
<b>Cash flows from financing activities</b>			
<i>Outflows:</i>			
Loan repayments		(858)	(1,272)
<b>Net cash provided by/(used in) financing activities</b>		<b>(858)</b>	<b>(1,272)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>16,555</b>	<b>(5,788)</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>17,358</b>	<b>23,146</b>
<b>Cash and cash equivalents at the end of the period</b>		<b>33,914</b>	<b>17,358</b>

The accompanying notes form part of these statements.

# Notes to the Financial Statements for year ended 30 June 2016

## General information, objectives and principal activities of the authority

Based in Brisbane, Queensland, the National Heavy Vehicle Regulator (the Regulator) is Australia's national, independent heavy vehicle regulator for all vehicles over 4.5 tonnes gross vehicle mass. The Regulator was established to administer one set of laws for heavy vehicles under the Heavy Vehicle National Law, minimise the compliance burden on the heavy vehicle transport industry and reduce duplication and inconsistencies across state and territory borders. 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 *Heavy Vehicle National Law* commenced in participating states and territories of Queensland, New South Wales, Australian Capital Territory, South Australia and Tasmania. Western Australia and Northern Territory have not adopted the Heavy Vehicle National Law. Business activities of the Regulator include the issue of permits for heavy vehicle access, national heavy vehicle accreditation scheme approvals, performance based standards vehicle design and access approvals, vehicle inspection standards, modifications and exemption permits and administration of a national driver work diary.

Following access permitting system issues encountered on commencement of the Heavy Vehicle National Law, transitional arrangements were put in place for road managers to process certain types of heavy vehicle access applications. These interim arrangements remain in place with state and territory road agencies in Queensland, New South Wales, Victoria, South Australia and the Australian Capital Territory as well as local government (councils) in New South Wales.

From 1 July 2014 the Regulator received regulatory income from participating states and territory government agencies representing the regulatory component of heavy vehicle registration charges.

## Note 1: Summary of significant accounting policies

### (a) 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 14 September 2016.

### (b) 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.

### (c) 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 dependent upon timely receipt of regulatory income funding from participating state and territory government agencies in accordance with agreed payment timeframes and at amounts approved by responsible Ministers.

Notwithstanding the ongoing dependence on participating state and territory government agencies for funding, the Board is of the opinion that the Regulator is a going concern and this financial report is prepared on that basis.

### (d) Revenue

#### (i) Contributions

Unconditional government contributions are recognised as revenue on receipt or when it is probable that the economic benefits will flow to the Regulator and the value of that benefit can be reliably measured.

#### (ii) Regulatory income

Regulatory income is recognised on a systematic basis over the periods in which the Regulator 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.

#### (iii) Fee income

Fee income is recognised when services are complete and includes application fees associated with the National Heavy Vehicle Accreditation Scheme 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, this is recognised as unearned revenue until such time as the service is completed.

#### (iv) Other Income

##### Finance income

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between book value and the fair value of the loan based on prevailing market interest rates.

##### Interest income

Interest income is recognised on an accrual basis when it is probable that the economic benefits will flow to the Regulator and the amount of revenue can be measured reliably.

# Notes to the Financial Statements for year ended 30 June 2016 (continued)

## Note 1: Summary of significant accounting policies (continued)

### (e) Cash and cash equivalents

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.

### (f) Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is generally required within 30 days from invoice date.

The collectability of debtors is assessed periodically with an allowance being made for impairment where appropriate. All known bad debts are written off in the same period or as at 30 June.

Other debtors generally arise from transactions outside the usual operating activities of the Regulator and are recognised at their assessed values.

### (g) Acquisitions of assets

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 AASB116 Property, Plant and Equipment.

### (h) Plant and equipment

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

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.

### (i) Intangible assets

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.

### (j) Amortisation of intangibles and depreciation of plant and equipment

All intangible assets of the Regulator have finite useful lives and are amortised on a straight line basis.

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.

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

Asset Type	Useful Life (Years)
Intangible assets	2-5
Network assets	3-6
Plant and equipment	3-6
Computer hardware	3-6

### (k) Impairment of non-current assets

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.

# Notes to the Financial Statements for year ended 30 June 2016 (continued)

## Note 1: Summary of significant accounting policies (continued)

### (l) Payables

Trade payables are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase / contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

### (m) Financial instruments

#### Recognition

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.

#### Classification

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through the Profit or Loss
- Trade receivables - held at amortised cost
- Trade payables - held at amortised cost
- Borrowings - held at amortised cost

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, then subsequently held at amortised cost.

Any borrowing costs are added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise. Borrowings are classified as non-current liabilities to the extent that the Regulator has an unconditional right to defer settlement until at least 12 months after reporting date.

Apart from cash and cash equivalents, the Regulator holds no financial assets classified at fair value through the Statement of Profit or Loss and Other Comprehensive Income.

All other disclosures relating to the measurement and financial risk management of financial instruments held by the Regulator are included in note 25.

### (n) Employee benefit 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.

### 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.

# Notes to the Financial Statements for year ended 30 June 2016 (continued)

## Note 1: Summary of significant accounting policies (continued)

### 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 QSuper 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 Queensland Treasury and Trade.

### (o) Service agreement payments

In 2015-16 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.

### (p) Financing costs

Financing costs incurred on loans provided by participating states and territory government agencies are expensed.

### (q) Agency transactions

Fees received by the Regulator from participating state and territory government agencies acting under temporary access delegation arrangements, or under service agreements, are disclosed on the basis of the value of the consideration received. Specifically these relate to fees received for access permit fees and national work diaries with amounts to be returned in full to the providing government agency. Such transactions have been assessed as administrative in nature and amounts received are not recognised as either revenue or expense but eliminated within the accounts. Amounts outstanding as at reporting date, representing monies received but not yet returned are also eliminated from the cash balance and the corresponding amount payable and have been separately disclosed in the notes to financial statements for information only.

### (r) Insurance

The Regulator's risks are insured 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 & Worksafe Victoria in respect of its obligations for employee workers compensation.

### (s) 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 Government for a reward for services rendered by employees, deemed employees and contractors where the arrangement is considered a 'relevant contract' for payroll tax purposes.

### (t) Estimates and judgements

The preparation of Financial Statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have that potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

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 1 (h), (i), 14 & 15
- Amortisation of intangibles and depreciation of property, plant and equipment - Note 1 (j), 9, 14 & 15
- Accrued employee benefits - Note 18
- Loan liabilities - Note 17

### (u) 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.

### (v) New and revised accounting standards

At the date of authorisation of the financial report, new or amended Australian Accounting Standards with future commencement dates are either not applicable to the Regulator's activities, or have no material impact on the Regulator.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 2: Contributions

	2016	2015
	\$000	\$000
State and territory contributions	6,985	-
<b>Total grants and other contributions</b>	<b>6,985</b>	<b>-</b>

In 2015-16 the Regulator received a contribution from Roads and Maritime Services (NSW) by way of debts forgiveness.

### Note 3: Regulatory income

VicRoads (Vic)	40,545	40,545
Roads and Maritime Services (NSW)	37,886	37,886
Transport and Main Roads (Qld)	38,530	38,530
Department for Planning, Transport and Infrastructure (SA)	13,648	13,648
Office of Regulatory Services, Justice and Community Safety (ACT)	715	715
Department of Infrastructure, Energy and Resources (Tas)	3,676	3,676
<b>Total regulatory income</b>	<b>135,000</b>	<b>135,000</b>

The Regulator received \$135 million in regulatory income representing the regulatory component of heavy vehicle registration charges collected by participating states and territory government agencies.

### Note 4: Fee income

National Heavy Vehicle Accreditation Scheme (NHVAS) fees	2,417	2,656
Access permit fees	879	536
<b>Total fee income</b>	<b>3,296</b>	<b>3,192</b>

Fees and charges collected under the NHVAS and for heavy vehicle access permits are retained by the Regulator as fee income.

### Note 5: Other income

Interest income	1,768	1,624
Sundry revenue	44	-
<b>Total other income</b>	<b>1,812</b>	<b>1,624</b>

Interest income is received from short term cash deposits and operating cash held.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 6: Employee and related expenses

	2016	2015
	\$000	\$000
Wages and salaries	14,792	11,499
Employer superannuation contribution	1,575	1,152
Payroll tax	834	574
Other employee related expenses	333	254
<b>Total employee and related expenses</b>	<b>17,535</b>	<b>13,479</b>

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

Number of employees:	167	108
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### Note 7: Service agreement payments

VicRoads (Vic)	13,000	13,000
Roads and Maritime Services (NSW)	52,029	52,029
Transport and Main Roads (Qld)	15,500	15,500
Department for Planning, Transport and Infrastructure (SA)	9,658	9,658
Office of Regulatory Services, Justice and Community Safety (ACT)	1,357	1,357
Department of Infrastructure, Energy and Resources (Tas)	2,248	2,248
<b>Total service agreement payments</b>	<b>93,792</b>	<b>93,792</b>

### Note 8: Third party services

Contractor costs	5,420	4,270
IT systems support	2,172	2,217
Managed services <sup>1</sup>	1,364	1,323
Equipment purchases	252	12
Software purchases	43	38
Telecommunication costs	200	159
Advisory services	109	154
Internal audit fees	114	135
External audit fees <sup>2</sup>	25	70
<b>Total third party services</b>	<b>9,698</b>	<b>8,378</b>

1 Managed services include the outsourced contact centre and the externally hosted financial system.

2 Total audit fees to be paid to Queensland Audit Office relating to 2015-16 financial statements are quoted to be \$25,000 (2015: \$32,500).

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 9: Depreciation and amortisation

	2016	2015
	\$000	\$000
Plant and equipment	53	44
Computer hardware	78	62
Computer software (intangible asset)	2,327	4,044
<b>Total depreciation and amortisation</b>	<b>2,458</b>	<b>4,150</b>

At 30 June 2016, the Regulator reassessed the useful life of its Access Management System (AMS) at 4 years (previously 2.3 years) from the date of acquisition to reflect the estimated period during which AMS will remain in service.

This had the effect of decreasing the amortisation expense for the year ended 30 June 2016 by \$1,717,222 (previously \$4,043,782 per year, now \$2,326,560 per year).

### Note 10: Financing costs

Interest expense on loans	402	394
Amortisation of below market loan funds provided	1,277	326
Fair value adjustment	3	-
<b>Total financing costs</b>	<b>1,682</b>	<b>720</b>

Interest expense on loans from the State of Victoria was \$383,177. Interest rates vary from 3.00% to 4.20%.

Interest expense on loans from the Northern Territory was \$18,915 with an applicable interest rate of 5.255%.

Finance costs of \$1,276,948 relates to amortisation of deemed interest accumulated on loan funding provided in prior years at below market rates from participating states and territory government agencies.

### Note 11: Other expenses

Office related expenses	671	611
Licence fees	396	514
Marketing and communication related expenses	73	78
Insurance	124	110
Travel expenses	537	468
Board fees	397	349
Other board related expenses	21	21
<b>Total other expenses</b>	<b>2,219</b>	<b>2,152</b>

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 12: Trade and other receivables

	2016	2015
	\$000	\$000
Trade receivables	7,966	10
GST - net receivable	960	2,490
Interest receivable	76	184
Other receivables	14	-
<b>Total trade and other receivables</b>	<b>9,016</b>	<b>2,684</b>

### Note 13: Other current assets

Prepayment		
Annual licence fees	217	242
Insurance	46	38
Support and maintenance	69	112
Rent	108	94
<b>Total other current assets</b>	<b>440</b>	<b>486</b>

### Note 14: Plant and equipment

#### a) Classes of plant and equipment

Plant and equipment		
At cost	142	201
Less: Accumulated depreciation	(7)	(86)
	<b>135</b>	<b>114</b>
Computer hardware		
At cost	105	281
Less: Accumulated depreciation	(55)	(98)
	<b>50</b>	<b>183</b>
<b>Total plant and equipment</b>	<b>185</b>	<b>297</b>

At 30 June 2016, the Regulator reassessed its physical fixed assets recognition threshold, which resulted in the changes to the recognition threshold as follows:

Asset Type	Current Threshold	Previous Threshold
Plant and equipment	\$5,000	\$250
Computer hardware	\$5,000	\$1,000

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 14: Plant and equipment (continued)

As a result of the reclassification, the effect is as follows:

Asset Type	Current	Previous
	\$	\$
<b>Plant and equipment</b>		
At cost	142,373	361,933
Accumulated depreciation	(6,934)	(139,155)
<b>Computer hardware</b>		
At cost	105,148	321,989
Accumulated depreciation	(55,126)	(176,630)

The reclassification also had the effect of decreasing the depreciation expense in current and future years as follows:

Asset Type	Current	Previous
	\$	\$
Plant and equipment	6,934	52,831
Computer hardware	55,126	78,219

#### b) Reconciliation of movement in plant and equipment 2015-16

	Plant and equipment	Computer hardware	Total
	\$000	\$000	\$000
<b>Balance as at 1 July 2015</b>	<b>114</b>	<b>183</b>	<b>297</b>
Acquisitions	161	41	202
Disposals	(87)	(95)	(183)
Transfers between classes	-	-	-
Depreciation	(53)	(78)	(131)
Impairment losses recognised in operating surplus	-	-	-
<b>Carrying amount at 30 June 2016</b>	<b>135</b>	<b>50</b>	<b>185</b>

#### Reconciliation of movement in plant and equipment 2014-15

	Plant and equipment	Computer hardware	Total
<b>Balance as at 1 July 2014</b>	<b>131</b>	<b>201</b>	<b>332</b>
Acquisitions	28	43	71
Disposals	-	-	-
Transfers between classes	(1)	1	-
Depreciation	(44)	(62)	(106)
Impairment losses recognised in operating surplus	-	-	-
<b>Carrying amount at 30 June 2015</b>	<b>114</b>	<b>183</b>	<b>297</b>

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 15: Intangible assets

#### a) Classes of intangible assets

	2016	2015
	\$000	\$000
<b>Internally generated software</b>		
At cost	9,306	9,306
Less: Accumulated amortisation	(7,921)	(5,595)
<b>Carrying amount at 30 June 2016</b>	<b>1,385</b>	<b>3,711</b>

The Access Management System (AMS) went live on 10 February 2014 and management appropriately assessed its useful life at 2.3 years. At 30 June 2016, the Regulator reassessed the useful life of its AMS at 4 years from the date of acquisition to reflect the estimated period during which AMS will remain in service.

#### b) Reconciliation of movement in intangible assets (WIP)

<b>Internally generated software</b>		
Carrying amount at 1 July 2015 (WIP)	-	-
Acquisitions	4,480	-
Transferred to asset account	-	-
<b>Carrying amount at 30 June 2016</b>	<b>4,480</b>	<b>-</b>

### Note 16: Trade and other payables

<b>Trade payables</b>	<b>336</b>	<b>132</b>
<b>Other payables</b>		
Accrued expenses	12,228	976
Other payables	92	65
	<b>12,320</b>	<b>1,041</b>
<b>Total trade and other payables</b>	<b>12,657</b>	<b>1,172</b>

### Note 17: Loan liabilities

<b>Current</b>		
Interest bearing government loans	588	588
Non-interest bearing government loans	2,633	2,020
	<b>3,221</b>	<b>2,608</b>

Current liabilities reflect loan repayments expected to be repaid in 2016-17.

<b>Non-current</b>		
Interest bearing government loans	8,954	9,137
Non-interest bearing government loans	66	6,656
	<b>9,020</b>	<b>15,794</b>
<b>Total loan liabilities</b>	<b>12,241</b>	<b>18,402</b>

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 17: Loan liabilities (continued)

The Regulator received various tranches of loan funding between December 2012 and May 2014 which have been summarised in the table below:

#### Summary of loan funding provided by participating states and territories

	ACT	NSW	NT	SA	TAS	VIC	Total
	\$	\$	\$	\$	\$	\$	\$
<b>2012-13</b>							
<b>Release 1 operations</b>	78,900	1,628,160	48,670	371,650	115,770	1,183,510	<b>3,426,660</b>
Interest rates	-	-	-	-	-	3.00%	
<b>Transition to release 2</b>	27,878	573,966	17,196	131,311	40,905	419,467	<b>1,210,723</b>
Interest rates	-	-	-	-	-	3.00%	
<b>2013-14</b>							
<b>2013-14 operating costs</b>	-	5,223,110	329,726	1,852,646	-	5,624,553	<b>13,030,035</b>
Interest rates	-	-	5.255%	-	-	4.20%	
<b>2013-14 supplementary funding</b>	35,000	-	-	649,000	-	1,970,000	<b>2,654,000</b>
Interest rates	-	-	-	-	-	4.20%	
<b>Total loan funds received</b>	<b>141,778</b>	<b>7,425,236</b>	<b>395,592</b>	<b>3,004,607</b>	<b>156,675</b>	<b>9,197,530</b>	<b>20,321,418</b>

In 2015-16 the Regulator paid \$858,022 in loan repayments to various states and territories and received a contribution from Roads and Maritime Services (NSW) by way of debt forgiveness. Further loan repayments are scheduled to be made each year until 2023-24.

Interest expense in 2015-16 of \$402,029 has been recognised in relation to interest bearing loans from participating state and territory government agencies (refer Note 10).

#### Reconciliation of total loan funding received to balance of loan liabilities

	2016	2015
	\$000	\$000
<b>Total loan liabilities opening balance</b>	<b>18,402</b>	<b>18,955</b>
Interest expense	402	394
Amortisation (finance cost) of fair value adjustments	1,280	326
	<b>20,084</b>	<b>19,675</b>
Less loan repayments and forgiveness of debts	(7,843)	(1,272)
<b>Total loan liabilities closing balance</b>	<b>12,241</b>	<b>18,402</b>

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 18: Accrued employee benefits

	2016	2015
	\$000	\$000
<b>Current</b>		
Wages and salaries accrued	253	167
Annual leave	1,573	880
Long service leave	348	276
	<b>2,174</b>	<b>1,322</b>
<b>Non-current</b>		
Long service leave <sup>1</sup>	554	339
	<b>554</b>	<b>339</b>
<b>Total accrued employee benefits</b>	<b>2,729</b>	<b>1,661</b>

<sup>1</sup> The amounts disclosed are discounted to present values.

### Note 19: Reconciliation of operating surplus to net cash from operating activities

<b>Operating surplus</b>	<b>18,485</b>	<b>16,266</b>
<b>Adjusted for</b>		
Fair value adjustment	3	-
Other contributions	(6,985)	-
Finance costs (amortisation of fair value and interest expense on loans)	1,679	720
Net loss on disposal of plant and equipment	155	-
Depreciation and amortisation	2,458	4,150
	<b>(2,691)</b>	<b>4,870</b>
<b>Change in assets and liabilities</b>		
Change in trade receivables - interest	108	(175)
Change in trade receivables - net GST receivable	1,530	(2,323)
Change in other receivables	(7,970)	15
Change in other assets	46	(203)
<b>Change in assets</b>	<b>(6,287)</b>	<b>(2,686)</b>
Change in trade and other payables	11,484	(1,637)
Change in accrued employee benefits	1,067	448
Change in unearned revenue	9	(21,704)
<b>Change in liabilities</b>	<b>12,560</b>	<b>(22,893)</b>
<b>Net cash inflows / (outflows) from operating activities</b>	<b>22,068</b>	<b>(4,444)</b>

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 20: Key management personnel and remuneration expenses

#### a) Board members

1 July 2015 – 30 June 2016

Position	Appointed	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
		Monetary Expenses	Non-Monetary Expenses				
		\$	\$	\$	\$	\$	\$
Board Chair	12/10/2012	109,910			10,441		120,351
Board Member	12/10/2012	74,736			7,100		81,836
Board Member	12/10/2012	57,886			7,380		65,266
Board Member	12/10/2012	57,886			5,499		63,385
Board Member	12/10/2012	60,811			5,777		66,588
<b>Total remuneration</b>		<b>361,228</b>	-	-	<b>36,198</b>	-	<b>397,426</b>

1 July 2014 – 30 June 2015

Board Chair	12/10/2012	105,770			10,048		115,818
Board Member	12/10/2012	52,910			5,027		57,937
Board Member	12/10/2012	52,910			6,746		59,656
Board Member	12/10/2012	52,910			5,027		57,937
Board Member	12/10/2012	52,910			5,027		57,937
<b>Total remuneration</b>		<b>317,410</b>	-	-	<b>31,874</b>	-	<b>349,284</b>



# Notes to the Financial Statements for year ended 30 June 2016 (continued)

## Note 20: Key management personnel and remuneration expenses (continued)

### 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 2015-16.

Position	Responsibilities	2015-16		
		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 Financial Officer & Executive Director Corporate Services <sup>1</sup>	Manages finance, procurement, audit, human resources, IT and facilities.	Common law contract	03/12/2012	15/10/2015
Executive Director Business Services	Manages finance, procurement, audit, human resources, IT and facilities.	Common law contract	14/03/2016	
Executive Director Regulatory and Legal Services	Manages legal services, legal risk management and compliance.	Common law contract	02/01/2013	
Executive Director Engagement & Partnership	Manages intergovernmental relations, industry engagement, communications, market and data analysis and industry capability and capacity.	Common law contract	09/02/2015	
Executive Director Regulatory Compliance	Manages regulatory compliance and enforcement activities, major accidents investigation and operational planning.	Common law contract	27/01/2015	
Executive Director Productivity & Safety	Manages operational delivery of performance based standards, vehicle standards, accreditation and fatigue management.	Common law contract	23/02/2015	
Director Access	Manages the heavy vehicle access permit process, demand management and infrastructure standards.	Common law contract	07/10/2013	
Director Strategy <sup>2</sup>	Manages strategy and planning, resource modelling, operational agreements, policy and planning.	Common law contract	16/03/2015	
Executive Director AccessCONNECT Program	Manages the development and implementation of a national access management framework for heavy vehicles.	Consultancy agreement	29/07/2014	

### 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

<sup>1</sup> The Chief Financial Officer and Executive Director Corporate Services' contract ceased on 15 October 2015. The Manager—Finance was appointed Acting Chief Financial Officer and Executive Director Corporate Services during the period 10 November 2015 - 6 January 2016. The Executive Director Regulatory and Legal Services was appointed Acting Executive Director Business Services during the period 6 January 2016 - 14 March 2016.

<sup>2</sup> The Director Strategy was appointed in an acting capacity from 2 February 2015 and permanently appointed from 16 March 2015. The role has been filled in an acting capacity from 16 March 2015 - 03 May 2016 whilst the incumbent was on leave. The Manager - Policy, Planning and Strategy was appointed Acting Director during this period.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 20: Key management personnel and remuneration expenses (continued)

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		Long term employee expenses \$	Post employment expenses \$	Termination benefits \$	Total expenses \$
	Monetary expenses \$	Non-monetary expenses \$				
1 July 2015 – 30 June 2016	1,835,717	18,891	257,247	154,476	162,443	2,428,773
1 July 2014 – 30 June 2015	1,892,164	22,307	128,085	139,457	292,752	2,474,765

### Note 21: Commitments for expenditure

#### (a) Non-cancellable operating lease

Future minimum rentals (inclusive of anticipated GST) payable under non-cancellable operating leases at reporting date are as follows:

	2016	2015
	\$000	\$000
Not later than one year	1,070	1,064
Later than one year and not later than five years	4,025	4,496
Later than five years	-	599
<b>Total</b>	<b>5,095</b>	<b>6,159</b>

The operating lease relates to office accommodation and includes escalation.

#### (b) Support and maintenance expenditure commitments

The Regulator's ICT contracted systems support and maintenance commitments as at reporting date are as follows:

Not later than one year	1,511	1,734
Later than one year and not later than five years	2,452	3,790
<b>Total</b>	<b>3,963</b>	<b>5,523</b>

### Note 22: Contingencies

#### Financial guarantees

A financial guarantee is in place with respect of the lease for office accommodation. The Regulator has a facility of \$1,050,000 with the Commonwealth Bank of Australia Ltd of which the following guarantee (\$590,137.50) has been issued:

– FKP Commercial Developments Pty Ltd (lease for Level 3, 76A Skyring Terrace, Newstead QLD, 4006).

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.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 23: Agency transactions

#### a) National work diary fees

In accordance with service agreements established, the supply and sale of work diaries have been undertaken by participating state and territory government road agencies on behalf of the Regulator. During 2015–16, VicRoads (Vic) and Department of Transport and Main Roads (Qld) opted to transfer to the Regulator work diary fees collected. A summary of the fees received, paid (returned) and payable for the period are as follows:

2016	Fees Received	Fees Paid	Payable at 30/06/2016
National work diary fees	\$000	\$000	\$000
VicRoads (Vic)	867	961	867
Transport and Main Roads (Qld)	554	554	-
<b>Total national work diary fees</b>	<b>1,421</b>	<b>1,515</b>	<b>867</b>

2015	Fees Received	Fees Paid	Payable at 30/06/2015
National work diary fees	\$000	\$000	\$000
VicRoads (Vic)	961	-	961
Roads and Maritime Services (NSW)	1,587	1,587	-
Transport and Main Roads (Qld)	1,267	1,267	-
<b>Total national work diary fees</b>	<b>3,815</b>	<b>2,854</b>	<b>961</b>

#### b) Access permit fees

Under delegation, road managers are responsible for the access decision as well as collection of permit fees and associated administrative functions under the *Heavy Vehicle National Law Act 2012*. VicRoads (Vic) and Roads and Maritime Services (NSW) opted to transfer to the Regulator fees collected for access permit applications processed under delegation. A summary of fees received, paid and payable for the period are as follows:

2016	Fees Received	Fees Paid	Payable at 30/06/2016
Access permit fees	\$000	\$000	\$000
VicRoads (Vic)	268	591	268
<b>Total access permit fees</b>	<b>268</b>	<b>591</b>	<b>268</b>

2015	Fees Received	Fees Paid	Payable at 30/06/2015
Access permit fees	\$000	\$000	\$000
VicRoads (Vic)	591	-	591
Roads and Maritime Services (NSW)	1,552	1,552	-
<b>Total access permit fees</b>	<b>2,143</b>	<b>1,552</b>	<b>591</b>

Amounts reported in relation to work diary and access permit fees transferred by government road agencies to the Regulator represent the full value of the transfer of funds received and have not been separately audited by the Regulator. The Regulator has determined that this transfer of funds is administrative in nature and the risks and rewards of the revenue remain with the government road agency.

As funds transferred have been returned in full, either during the period or in full after the reporting date, without deduction for margin or commission, these amounts have not been recognised by the Regulator as either revenue or expense in the Statement of Profit or Loss and Other Comprehensive Income. The total amount for work diary and access permit fees payable at reporting date has been deducted from the available cash at bank balance. This treatment is consistent with prior financial reporting periods.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 24: Events occurring after balance date

The constructed amount of AccessCONNECT is \$4,480,493 as at 30 June 2016. The Regulator released the new Online Permit System - Customer Portal in August 2016, at which point the Regulator transferred the asset balance from capital work in progress to intangible assets and assessed the Customer Portal's useful life.

The Board of the Regulator is not aware of any other events subsequent to 30 June 2016 that could materially affect the financial statements as presented.

### Note 25: Financial instruments

#### (a) Categorisation of financial instruments

The Regulator has the following categories of financial assets and financial liabilities:

	Note	2016	2015
Category		\$000	\$000
<b>Financial assets</b>			
Cash and cash equivalents		33,914	17,359
Trade receivables	12	7,966	10
<b>Total</b>		<b>41,880</b>	<b>17,368</b>
<b>Financial liabilities</b>			
Trade payables	16	336	132
Loan liabilities	17	12,241	18,402
<b>Total</b>		<b>12,577</b>	<b>18,534</b>

#### (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:

<b>Maximum exposure to credit risk</b>			
Category			
Cash and cash equivalents		33,914	17,359
Trade receivables	12	7,966	10
<b>Total</b>		<b>41,880</b>	<b>17,368</b>

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.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 25: Financial instruments (continued)

#### (c) Liquidity risk

The Regulator is exposed to liquidity risk in respect of its payables and borrowings 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	2016 Payable in			Total
	<1 year	1-5 Years	>5 Years	
	\$000	\$000	\$000	\$000
<b>Loan repayments</b>				
Interest bearing government loans	588	7,176	3,609	11,374
Non-interest bearing government loans	2,633	-	-	2,633
<b>Total loan repayments</b>	<b>3,221</b>	<b>7,176</b>	<b>3,609</b>	<b>14,007</b>
Trade payables	336	-	-	336
<b>Total</b>	<b>3,557</b>	<b>7,176</b>	<b>3,609</b>	<b>14,343</b>

Financial liabilities	2015 Payable in			Total
	<1 year	1-5 Years	>5 Years	
	\$000	\$000	\$000	\$000
<b>Loan repayments</b>				
Interest bearing government loans	588	6,521	4,787	11,896
Non-interest bearing government loans	2,020	2,710	5,223	9,954
<b>Total loan repayments</b>	<b>2,608</b>	<b>9,231</b>	<b>10,010</b>	<b>21,850</b>
Trade payables	132	-	-	132
<b>Total</b>	<b>2,740</b>	<b>9,231</b>	<b>10,010</b>	<b>21,981</b>

#### (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.

## Notes to the Financial Statements for year ended 30 June 2016 (continued)

### Note 25: Financial instruments (continued)

#### (e) Interest rates sensitivity analysis

Financial instrument	Carrying amount	2016 Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	33,914	18,146	20,951	18,824	21,630
<b>Potential impact</b>		<b>(339)</b>	<b>(339)</b>	<b>339</b>	<b>339</b>

Financial instrument	Carrying amount	2015 Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	17,359	16,093	2,632	16,440	2,979
<b>Potential impact</b>		<b>(174)</b>	<b>(174)</b>	<b>174</b>	<b>174</b>

Interest rate exposure only relates to interest earning on cash balances. As interest bearing loan liabilities are at fixed interest rates, there is no further interest rate risk exposure.

#### (f) Fair value

The carrying amounts and fair values of interest and non-interest bearing liabilities at balance date are:

	2016	
	Carrying amount	Fair value
Year ended 30/06/2016		
	\$000	\$000
Interest bearing government loans	9,542	9,541
Non-interest bearing government loans	2,699	2,623
<b>Total</b>	<b>12,241</b>	<b>12,165</b>

	2015	
	Carrying amount	Fair value
Year ended 30/06/2015 <sup>1</sup>		
	\$000	\$000
Interest bearing government loans	9,728	9,725
Non-interest bearing government loans	9,954	8,677
<b>Total</b>	<b>19,682</b>	<b>18,402</b>

None of these borrowings are readily traded on organised markets in standardised form.

<sup>1</sup> In 2014-2015, the value of the loans provided by participating states and territories to the Regulator which were either at below market or on interest-free terms were reported at fair value.

# Certificate of National Heavy Vehicle Regulator for the period 1 July 2015 to 30 June 2016

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 2015 to June 30 2016 and of the financial position of the Regulator at the end of that period.

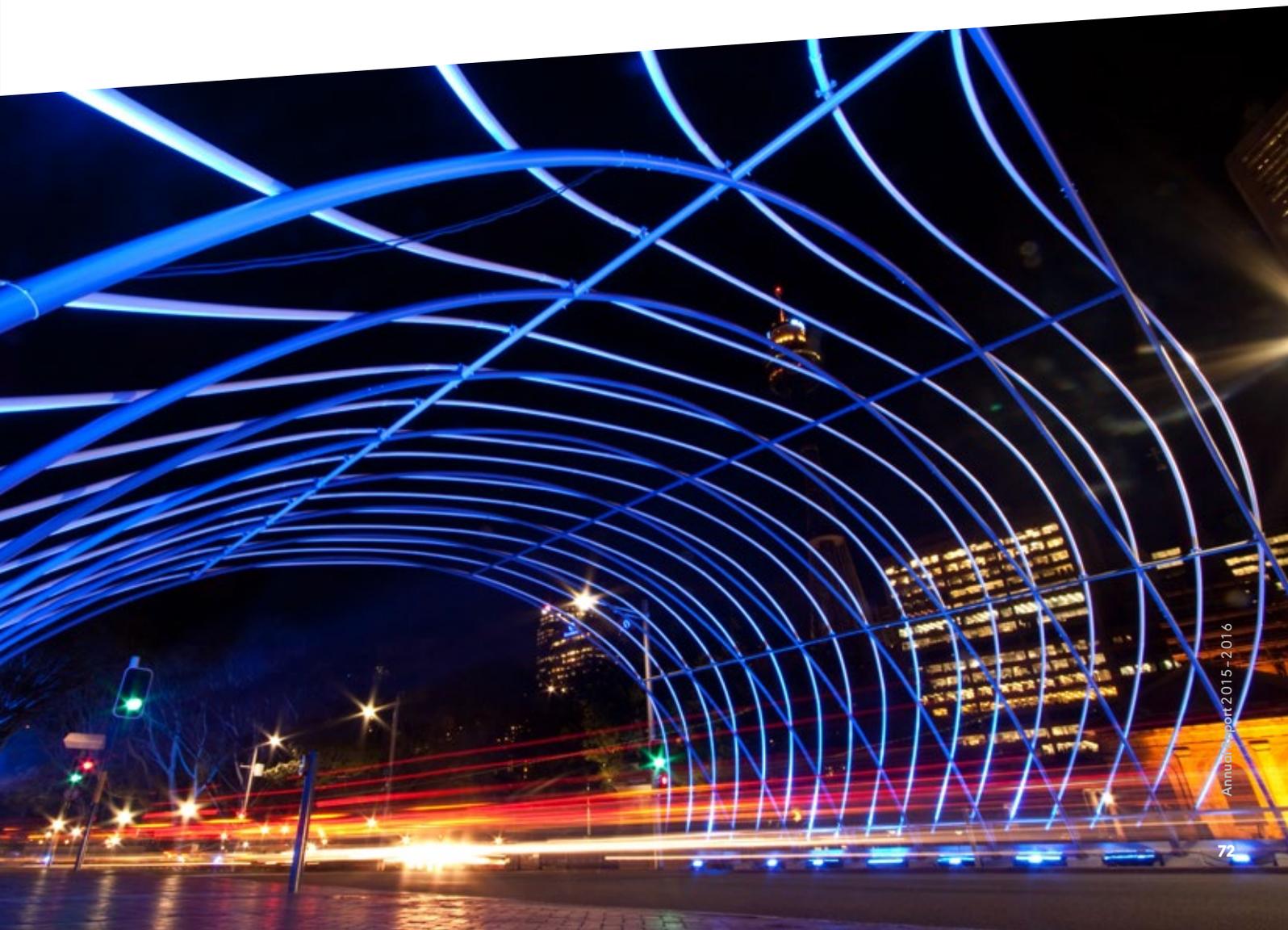
14 September 2016



The Hon. Bruce Baird AM  
BOARD CHAIR



Sal Petrocchio  
CHIEF EXECUTIVE OFFICER



# Independent Auditor's Report

To the Board of the National Heavy Vehicle Regulator

## Report on the Financial Report

I have audited the accompanying financial report of the National Heavy Vehicle Regulator which comprises the statement of financial position as at 30 June 2016, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and certificates given by the Chief Executive Officer and the Chair.

### *The Board's Responsibility for the Financial Report*

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Heavy Vehicle National Law Act 2012*, including compliance with Australian Accounting Standards. The Board's responsibility also includes such internal control as the Board determines 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.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the Auditor-General of Queensland Auditing Standards, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Independence*

The Auditor-General Act 2009 promotes the independence of the Auditor General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

### *Opinion*

In accordance with s.40 of the Auditor-General Act 2009 -

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion -
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the National Heavy Vehicle Regulator for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

### **Other Matters - Electronic Presentation of the Audited Financial Report**

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



M Reardon CPA  
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office  
Brisbane

## 06 Appendices and references

This section contains appendices that provide details of the NHVR's operations and address particular reporting requirements under the HVNL and other legislation.

The appendices are followed by reference tools to help the reader to find and use information in the annual report.



# Appendix A: Operating statistics

## Access operations

Table A.1 Access permits applications end-to-end processing duration

	2015-16		2014-15		2013-14	
	No.	Av Days	No.	Av Days	No.	Av Days
<b>Applications received</b>						
Total applications received & E2E time	22,824	20.57	14,800	22.96	7,520	19.63
<b>Assessment pipeline</b>						
NHVR assessment time		4.40		3.06		4.71
<b>Road manager consents (received &lt;28 days)</b>						
Local government agencies	14,249	7.61	10,067	7.09	2,762	7.67
State road agencies	6,147	11.33	5,546	8.70	3,091	7.75
<b>Road manager consents (received &gt;28 days)</b>						
Local government agencies	904	57.54	813	59.98	75	58.14
State road agencies	995	67.58	704	65.09	117	45.42
NHVR post-assessment		2.65		1.17		1.00
<b>Completion</b>						
Applications completed & E2E time	21,267	22.14	14,280	23.48	6,697	13.70
Permits issued & E2E time	11,173	24.57	9,210	23.89	3,044	17.79

Table A.2 Jurisdictional access permits applications processed under delegation

	2015-16		2014-15	
	Received	Approved	Received	Approved
Queensland	19,964	18,288	26,172	24,148
NSW	11 <sup>6</sup>	<sup>8</sup>	23,772	24,092
Victoria	4,036 <sup>7</sup>	7,009 <sup>9</sup>	13,576	9,360
South Australia	9,799	9,799	11,700	11,700
ACT	599	599	837	837
<b>Total</b>	<b>34,409</b>	<b>35,695</b>	<b>75,220</b>	<b>69,300</b>

6 NHVR delegated only

7 Data collected over three-month period (August 2014 to October 2014) and extrapolated to estimate 2014-15 total

8 Data not provided by jurisdiction at the time of publication, however updated datasets will be published on website

9 As at May 2016

**Table A.3** Pre-approvals by participating road managers

	2015-16			2014-15			2013-14		
	Total	# Councils impacted	Kms unlocked <sup>10</sup>	Total	# Councils impacted	Kms unlocked	Total	# Councils impacted <sup>11</sup>	Kms unlocked <sup>12</sup>
Queensland	230	71	850	72	28	610	45	9	-
NSW	409	87	5,112	227	69	2,688	52	32	-
Victoria	278	70	1,736	216	51	450	159	63	-
South Australia	113	32	2,577	50	24	1,269	46	9	-
Tasmania	91	22	1,153	80	23	1,075	27	11	-
ACT	5	1	Undefined	3	0	Undefined	1	1	-
<b>Total</b>	<b>1,126</b>	<b>283</b>	<b>11,428</b>	<b>648</b>	<b>195</b>	<b>6,092</b>	<b>330</b>	<b>104</b>	

## National Heavy Vehicle Accreditation Scheme

**Table A.4** NHVAS applications by state

	2015-16		2014-15		2013-14	
	Created	Closed	Created	Closed	Created	Closed
Queensland	7,042	7,028	6,159	6,210	5,298	5,282
NSW	7,725	7,693	6,645	6,668	6,895	6,968
Victoria	5,714	5,693	5,176	5,196	5,057	5,111
South Australia	4,454	4,400	3,984	4,014	4,071	4,062
Tasmania	527	525	421	422	264	260
Northern Territory	273	273	192	198	160	159
<b>Total</b>	<b>25,735</b>	<b>25,612</b>	<b>22,577</b>	<b>22,708</b>	<b>21,745</b>	<b>21,842</b>

**Table A.5** NHVAS operators, accredited modules and nominated vehicles

	2015-16	2014-15	2013-14
<b>Number of accredited operators</b>			
Accredited operators	6,188	6,232	6,956
<b>Accredited operators by module</b>			
Mass	4,867	4,688	4,603
Maintenance	2,774	2,705	2,685
Basic Fatigue Management	1,975	1,914	1,848
Advanced Fatigue Management	44	41	34
<b>Nominated vehicles</b>			
Mass	33,379	30,945	55,002
Maintenance	95,749	92,611	92,923

<sup>10</sup> Data estimated where no spatial data exists (i.e. blanked approvals for PBS and Class 3 vehicles).

<sup>11</sup> Data based on a historical report, with base data unable to be validated.

<sup>12</sup> 2013-14 Access pre-approval data was not spatialised, so unable to report.

**Table A.6** NHVAS operators, accredited modules and nominated vehicles by state, 2015-16

	Qld	NSW	Vic	SA	Tas	NT	Total
<b>Number of accredited operators</b>							
Accredited operators	1,295	1,592	1,821	1,263	176	41	6,188
<b>Accredited operators by module</b>							
Mass	869	1,203	1,679	941	169	6	4,867
Maintenance	820	749	313	840	11	41	2,774
Basic Fatigue Management	466	754	473	232	38	12	1,975
Advanced Fatigue Management	27	8	4	4	0	1	44
<b>Nominated vehicles</b>							
Mass	8,017	9,183	10,248	4,255	1,389	287	33,379
Maintenance	36,269	26,575	14,942	15,698	305	1,960	95,749

**Table A.7** PBS design and build applications and approvals

	2015-16		2014-15		2013-14	
	Received	Approved	Received	Approved	Received	Approved
New and amended design applications	357	357	389	389	189	170
Vehicle build applications	882	882	639	639	579	579

**Table A.8** PBS new design approvals by vehicle type

Vehicle type	2015-16	2014-15	2013-14
A-double	74	22	27
B-double	69	52	25
Bus	3	2	2
Other	7	1	3
Prime mover and semi	63	81	36
Road train	23	6	9
Truck and dog	117	173	85
<b>Total</b>	<b>356</b>	<b>337</b>	<b>187</b>

**Table A.9** Vehicles certified under the PBS framework

	2015-16	2014-15	2013-14
Vehicle combinations	1,195	894	770
Individual units	3,934	3,762	2,176

"The National Heavy Vehicle Regulator (NHVR) has been a large asset to Centroc by not only providing a presentation to the Centroc Transport Technical Committee at their June meeting, but also by hosting the web based mapping tool. The tool that NHVR has been able to provide Centroc to use is invaluable with regards to a funding support and advocacy tool and it is already gaining recognition on a state and national basis. It has assisted us in identifying the greatness of the regional freight task for Central NSW Councils and in planning and prioritising related infrastructure projects.

Centroc would like to thank the NHVR for their assistance in relation to the web based mapping tool and the invaluable support provided to us in relation to our regional freight task."

Cr Bill West  
Chair, Central NSW Councils (Centroc)

## Vehicle Standards

Table A.10 Vehicle Standards applications and permits issued

	2015-16			2014-15			2013-14		
	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued
Vehicle Standards exemption (permit)	598	605	452	388	379	434	719	672	621
In-principle support	303	245	220	404	368	297	128	97	85
Modifications	14	11	8	15	9	4	3	2	0

## Fatigue Management

Table A.11 Advanced Fatigue Management processing

	2015-16	2014-15
AFM applications received	37	12
Approvals issued under the RCS	34	9
Extensions granted to current AFM operators	5	21
Work and rest hour exemptions granted	0	4

## Customer service

Table A.12 Call centre activity volumes

Task	2015-16 total/average	2014-15 total/average	2013-14 total/average
Calls received by call centre	55,027	52,332	45,886
Grade of service % calls answered in 20 seconds	78%	83%	76%
Average handling time per call – minutes:seconds	04:24	05:08	6:20
Number of calls transferred to the NHVR	9%	10%	19%
Number of calls transferred to jurisdictions	2%	1%	3%

## Notices

Table A.13 Notices of exemption or authorisation made under the HVNL

	2015-16 total	2014-15 total	2013-14 total	Total in existence
<b>National notices</b>				
Access and Vehicle Standards	6	15	15	36
Fatigue	1	2	0	3
<b>State notices</b>				
Access and Vehicle Standards	54	46	21	121
Fatigue	5	2	5	12

Table A.14 Transitional notices made under former corresponding laws

As at 30 June 2016	As at 30 June 2015	As at 14 February 2014
81	143	180

# Appendix B: Management and accountability data

## People, capability and wellness

Table B.1 Workforce profile as at 30 June 2016

Establishment	Employment category						
	Total	EA Perm	EA Temp	Contract	Seconded	Contractors	Vacancies
Permanent	116.7	65.7	13	23	0	2	13
Temporary	26.6	1	21.6	0	1	0	3
Temporary (project)	48.5	4.1	10	8	0	18.4	8

Table B.2 Employees by classification and gender

As at 30 June	Female				Male			
	2016	2015	2014	2013	2016	2015	2014	2013
Executive	3	2	1	1	6	5	4	4
Senior manager	3	2	4	3	20	12	9	10
Other staff	67.6	53	54	31	67.6	41.4	40	30
Total	73.6	57	59	35	93.6	58.4	53	44

Table B.3 Skills stability index as at 30 June 2016

Classification	≤ 1 yr	> 1 yr	Total	SSI
Executive	1	7	8	88%
Technical mgrs/specialists	4	25	29	86%
Corporate mgrs/specialists	7	10	17	58%
Customer service officers	8	37	46	80%
Corporate officers	13	11	24	46%

Table B.4 Key workplace health and safety statistics

	2015-16	2014-15	2013-14
Lost time injuries	0	0	0
Medically treated injuries	1	1	0
Near misses	1	0	0
Journey to Work	4	3	0
Workers' compensation claims lodged	0	0	0

"Thank you very much for your help with getting this route approved, before NHVR took over we had very little help and next to no approvals granted.

Considering that it is only 8 weeks since we applied for the extension this is a vast improvement for us.

There will also be considerable time and productivity gains from being able to now use a B Double to facilitate this customer's needs.

Greg, it has been a pleasure."

Geoff Inglis  
Equipment and Trucksafe  
Coordinator Training and WHSO  
Toll NQX

## Media, advertising, sponsorship and direct mail costs

Table B.5 Payments made to media, advertising, sponsorship and direct mail organisations, 2015–16

Vendor	Details	\$ Amount
<b>Media</b>		
Meltwater	Media Monitoring	18,746
iSentia	Media Monitoring	8,499
<b>Advertising</b>		
Blaze Advertising	Advertisement	13,367
Transport Marketing Australia	International Truck, Trailer & Equipment Show - Melbourne, May 2016	3,740
<b>Sponsorship</b>		
Australian Local Government Association	Annual conference Heavy Vehicle Safety Program, September 2015	750
Truckright, by Rod Hannifey	Heavy Vehicle Safety Program, December 2015	3,000
Cement Concrete and Aggregates Australia	CCAA Dinner, June, 2016	2,000
<b>Direct mail</b>		
Vision 6	Online services and electronic direct mail platform	2,401

Table B.6 Breakdown of advertising expenditure across various media (\$'000), 2015–16

Trade magazines	Trade online	Radio	Convenience	Total
\$17,107				\$17,107

## Keynote speeches and presentations

Table B.7 Keynote speeches and presentations made by NHVR employees throughout 2015–16

Date	Event	Stakeholder	NHVR representative
29–30 Jul 2015	Conference	Conference Local Government Association of Queensland's Bush Councils' Convention	Sal Petroccitto Peter Caprioli
15 Aug 2015	Forum	National Road Safety Forum	Geoff Casey Daniel Elkins
04 Aug 2015	Conference	Institute of Road Transport Engineers of New Zealand International	Les Bruzsa
5–7 Aug 2015	Meeting	Tranznet 2015 Conference	Geoff Casey Darrin Rassmussen
7–8 Aug 2015	Conference	Livestock and Rural Transporters Association of Victoria Conference	Sal Petroccitto
13–15 Aug 2015	Conference	National Roads Transport Association Annual Conference	Sal Petroccitto John Gilbert
17 Aug 2015	Annual Dinner	Truck Industry Council	Sal Petroccitto
20–21 Aug 2015	Conference	Supply Chain and Logistics Association of Australia	Karen Bow
20–21 Aug 2015	Meeting	Victorian Road Freight Advisory Council	Sal Petroccitto
20 Aug 2015	Meeting	South East Australian Transport Strategy Meeting	John Gilbert Karen Vohland
21 Aug 2015	Dinner	Construction Materials Industry Dinner	Sal Petroccitto

21 Aug 2015	Meeting	Crane Industry Council of Australia, Queensland	Sal Petrocchio
01 Sep 2015	Meeting	Retail Logistics Supply Chain Strategy Meeting	Michael Crellin
05 Sep 2015	Gala Presentation	Victorian Transport Association Gala Industry Dinner	Sal Petrocchio
8-9 Sep 2015	Transport Conference	Orica	Michael Crellin
09 Sep 2015	Forum	Annual Transport Safety Day	Geoff Casey
11 Sep 2015	NHVR Forum	National Compliance and Enforcement Operations Forum	Tony Kursius Michael Crellin
18 Sep 2015	Meeting	Transport and Infrastructure Senior Officials' Committee	Sal Petrocchio David Carlisle Geoff Casey
23 Sep 2015	Conference	South Australia Freight Council	Karen Vohland
29-30 Sep 2015	VicRoads	Regulatory Services Workshop	Tony Martin Daniel Elkins
30 Sep 2015	Meeting	Queensland Master Builders Association Safety Committee	Michael Crellin
07 Oct 2015	NHVR meeting	National Operational Strategy and Policy Advisory Group meeting	Sal Petrocchio Karen Vohland John Gilbert
14 Oct 2015	Conference	Toll NQX - National Safety Conference	Kym Farquharson-Jones
21 Oct 2015	Forum	Gas Energy Australia	Michael Crellin
22 Oct 2015	Dinner	Victorian Transport Association Presidents Dinner	Sal Petrocchio
26-28 Oct 2015	Conference	Automotive Centre of Excellence Technical and Maintenance Conference	Peter Austin
31 Oct 2015	Dinner and Presentation	Queensland Trucking Association Annual Dinner and Awards Presentation	Sal Petrocchio
06 Nov 2015	Meeting	Transport Infrastructure Council Meeting	Sal Petrocchio
8-11 Nov 2015	National Conference	Bus Industry Confederation	Sal Petrocchio
11-12 Nov 2015	Conference	National Farmers Federation Members Council Meeting	Geoff Casey John Gilbert
17 Nov 2015	NHVR Forum	Industry Reference Forum	Sal Petrocchio Geoff Casey Karen Vohland
18 Nov 2015	Conference	Australian Trucking Association	Sal Petrocchio
18-19 Nov 2015	Meeting	National Roads and Transport Congress	Sal Petrocchio
19 Nov 2015	Meeting	Victorian Road Freight Advisory Council	Sal Petrocchio
25 Nov 2015	Forum	Master Builders Safety Committee	Michael Crellin
02-03 Dec 2015	Conference	Chain of Responsibility and Heavy Vehicle Safety Conference	Michael Crellin
10 Dec 2015	Forum	Transport Workers Union Organiser Training Day	Michael Crellin John Gilbert
15 Dec 2015	Meeting	Heavy Vehicle Industry Meeting	Sal Petrocchio
02 Feb 2016	Meeting	Queensland Road Freight Advisory Council	Sal Petrocchio
15 Feb 2016	Forum	Ipswich/Brisbane West Transport Network Meeting	Kym Farquharson-Jones
18-19 Feb 2016	Meeting	Victorian Road Freight Advisory Council	Sal Petrocchio
18-19 Feb 2016	Conference	South East Australian Transport Strategy	John Gilbert
24 Feb 2016	Forum	Port of Brisbane Transport Network Meeting	Kym Farquharson-Jones
26 Feb 2016	Opening	Opening of NHVR Gasworks office	Sal Petrocchio
27 Feb 2016	Forum	Queensland Master Builders Association Safety Committee Meeting	Michael Crellin

02-04 Mar 2016	Forum	Cotton Australia	Peter Caprioli
03 Mar 2016		Townsville Supply Chain forum	Kym Farquharson-Jones
23 Mar 2016	Forum	Central West NSW Heavy Vehicle Breakfast	David Carlisle Daniel Elkins Tim Hansen
01-03 Mar 2016	Forum	Australian Logistics Council Forum	Sal Petrocchio
10 Mar 2016	Round table	WHS Industry Round Table	Sal Petrocchio Geoff Casey
13-14 Apr 2016	Forestry industry conference	Chain of Responsibility - making uniform self-Regulation a reality	John Gilbert Simone Reinertsen
20 Apr 2016	Meeting	Australian Trucking Association	Sal Petrocchio
28 Apr 2016	NHVR-hosted Dinner	Industry Dinner	Sal Petrocchio John Gilbert Tony Kursius Geoff Casey
03 May 2016	Conference	Heavy Vehicle Global Leaders' Summit	Sal Petrocchio
03 May 2016	Conference	Commercial Vehicle Industry Association of Australia	Sal Petrocchio
10-11 May 2016	Meeting	Commercial Vehicle Industry Association of Australia National Meeting	Geoff Casey Peter Austin Daniel Elkins
17 May 2016	Meeting	Queensland Ministerial Freight Council	Sal Petrocchio
19 May 2016	Workshop session	Griffith - Chain of Responsibility Compliance	Michael Crellin
19-22 May 2016	Meeting	Victorian Road Freight Advisory Council	Sal Petrocchio
19-22 May 2016	Conference and Dinner	Livestock and Rural Transporters Association of Queensland - Road Transport Forum & Bull Carter's Ball	John Gilbert Geoff Casey
30-31 May 2016	State conference	Victorian Transport Association	Geoff Casey John Gilbert
03 Jun 2016	State conference	Crane Industry Council of Australia Regional Members Meeting	John Gilbert Matt Bereni
04 Jun 2016	Conference	South Australian Road Transport Association	Geoff Casey
06 Jun 2016	NHVR-hosted dinner	Industry Dinner	Sal Petrocchio John Gilbert Tony Kursius Geoff Casey
16 Jun 2016	Meeting	Australian Road Transport Suppliers Association	Sal Petrocchio Geoff Casey Daniel Elkins Peter Austin
17-18 Jun 2016	Conference	Livestock and Rural Transporters Association of Australia	John Gilbert
21 Jun 2016	Conference	Australian Local Government Association	Sal Petrocchio John Gilbert
22 Jun 2016	Seminar	Australian Food and Grocery Council Supply Chain Seminar	Geoff Casey
23-25 Jun 2016	Industry Conference	Australian Trucking Association	Sal Petrocchio John Gilbert Geoff Casey Tony Kursius
24 Jun 2016	Meeting	South Australian Local Government Association	Simone Reinertsen
28 Jun 2016	Professional Development Day	Victoria Police	Tony Kursius Tony Martin
29 Jun 2016	Safety Forum	BOC/Elgas	Daniel Elkins

## Stakeholder engagement and communication

Table B.8 Marketing and engagement statistics, 2015-16

	2015-16	2014-15	2013-14
Keynote speeches and presentations	65	102	46
Media releases	48	31	44
Website hits <sup>13</sup>	670,440	550,353	354,207
Stakeholder forums	12	13	0
Local government updates	8	5	18
Industry updates	24	22	40
Social media reach <sup>14</sup>	1,629,265	-	-

## Regulatory and legal

Table B.9 Legal costs, 2015-16 (\$000)

Vendor	Amount
Australian Mediation Association	0.8
Corrs Chamber Westgarth Lawyers	4.2
Franklin Athanasellis Cullen	54.2
Gadens	31.08
Hicksons Lawyers	19
HWL Ebsworth Lawyers	18.12
Sparke Helmore Lawyers	10.77

Table B.10 Statutory applications, referrals and complaints

	2015-16 total	2014-15 total	2013-14 total
Statutory applications <sup>15</sup>	0	0	0
Statutory complaints <sup>16</sup>	0	0	2
Coroner notifications as interested persons	0	2 <sup>17</sup>	3 <sup>18</sup>

"It's not every week that a regulator can say it has eliminated 6,500 pieces of unnecessary paperwork, but that's what the NHVR has achieved."

[www.truck.net.au/media/media-releases/another-four-thousand-truck-permits-go](http://www.truck.net.au/media/media-releases/another-four-thousand-truck-permits-go)

"The network is an example of how the NHVR is working with industry to reduce compliance costs. There's a lot more to do, but any day when 1,500 pieces of unnecessary government paperwork gets scrapped is a good day,"

[www.truck.net.au/media/media-releases/1500-permits-go-under-new-truck-and-dog-network](http://www.truck.net.au/media/media-releases/1500-permits-go-under-new-truck-and-dog-network)

"The National Heavy Vehicle Regulator's (NHVR) livestock transport fatigue management template will help livestock transporters manage safe driver rest schedules under difficult operating conditions, ATA Chief Executive Christopher Melham said today

[www.truck.net.au/media/media-releases/ata-supports-nhvr-livestock-transporters-rest-template](http://www.truck.net.au/media/media-releases/ata-supports-nhvr-livestock-transporters-rest-template)

"I welcome this new edition of the National Heavy Vehicle Inspection Manual, and congratulate the NHVR on its development," "With a single set of uniform standards to work from, trucking operators can avoid the frustration of enforcement officers applying different standards in different states and territories."

[www.truck.net.au/media/media-releases/ata-welcomes-national-truck-inspection-manual](http://www.truck.net.au/media/media-releases/ata-welcomes-national-truck-inspection-manual)

Chris Melham  
CEO, Australian Trucking Association

13 'Website hits' figures include both [nhvr.gov.au](http://nhvr.gov.au) and journey planner, with historical data adjusted accordingly.

14 Data collected from January 2016

15 Applications under the Information Privacy Act 2009 (Qld) or Right to Privacy Act 2009 (Qld). 1 Formal administrative release was made during the reporting period.

16 Complaints or disclosures made under the Crime and Corruption Act 2001 (Qld), the Public Interest Disclosure Act 2010 (Qld) or their interstate counterparts.

17 This figure reflects two matters in respect of which notifications were received but the matter did not proceed to a full enquiry (Mitchell Ian Janke - 2013/00196047, and Sha Liu - 2013/00195996).

18 This reflects coronial enquiries in which responses are being implemented in response to recommendations made in relation to state or territory laws replaced by the Heavy Vehicle National Law and before the establishment of the National Heavy Vehicle Regulator.

## Abbreviations list

AFM	Advanced fatigue management	NCIS	National Compliance Information System
ALGA	Australian Local Government Association	NHVAS	National Heavy Vehicle Accreditation Scheme
ALRTA	Australian Livestock and Rural Transporters Association	NHVR	National Heavy Vehicle Regulator
ANZPAA	Australia New Zealand Policing Advisory Agency	NHVRs	National Heavy Vehicle Registration Scheme
CENTROC	Central New South Wales council group	NOSPAG	National Operational Strategy Policy Advisory Group
CICA	Crane Industry Council of Australia	NTC	National Transport Commission
CoR	Chain of responsibility	OSOM	Oversize over mass
Council	Transport and Infrastructure Council	PBS	Performance Based Standards
eDRMS	Electronic document and records management system	QAO	Queensland Audit Office
EWD	Electronic work diaries	QOIC	Queensland Office of the Information Commissioner
HVNL	Heavy Vehicle National Law	RIS	Regulatory Impact Statement
IRF	Industry Reference Forum	SPV	Special purpose vehicles
LTI	Lost time injury	TISOC	Transport and Infrastructure Senior Officials Committee
MoU	Memorandum of understanding	TCA	Transport Certification Australia
MTI	Medical treatment injury	WHS	Workplace health and safety

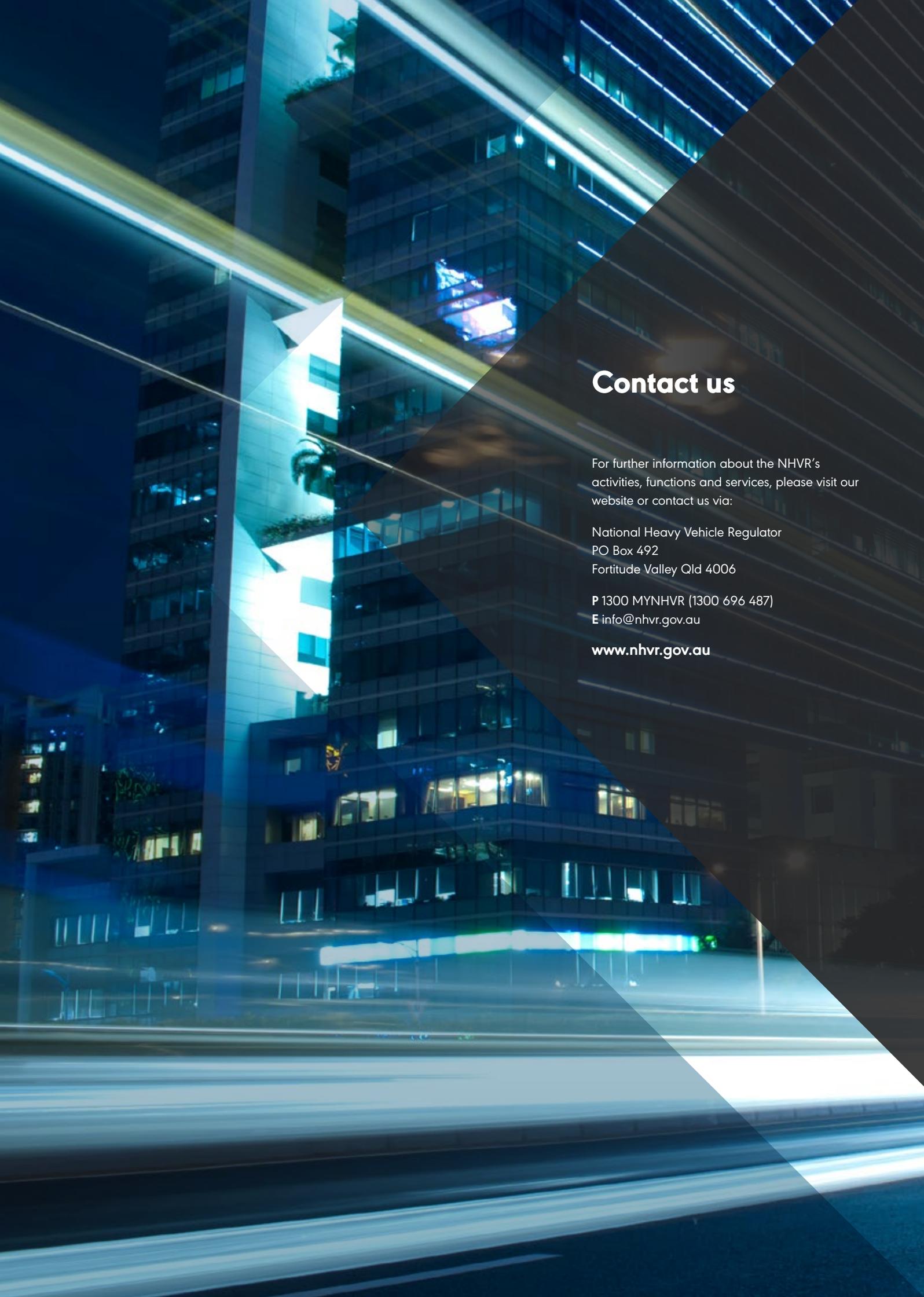
## Reporting requirements

Requirement	Reference	Pages
<b>Heavy Vehicle National Law Act 2012 (Qld)</b>		
Financial Statements	s 693(2)(i)	47-74
Statement of actual performance against the National Performance Measures (Standards and Indicators)	s 693(2)(ii)	25-32
Statement of exceptions where the National Performance Measures (Standards and Indicators) were not achieved	S 693(2)(iii)	25-32
Statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators)	S 693(2)(iv)	25-32
Statement of the outcome of consultation strategies and activities, including a summary of industry comments	S 693(2)(v)	41-42
Statement of the achievements attained in implementing, and the challenges encountered in implementing the Regulator's objectives stated in the Corporate Plan	S 693(2)(vi)	7-8, 13-24
Statement of the achievements attained in the exercise of the Regulator's functions	S 693(2)(vii)	7-8, 13-24
Statement of arrangements in place to secure collaboration with State and Territory agencies and the effectiveness of those arrangements	s 693(2)(viii)	13-24, 42
Statement indicating the nature of any reports requested by the responsible Ministers under section 694	s 693(2)(ix)	34
Other matters required by the national regulations	s 693(2)(x)	13-24

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