



# Annual Report

2016-17

# About this report

The NHVR Annual Report 2016–17 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 2017 against the corporate objectives identified in the *NHVR Corporate Plan 2016–17 to 2018–19*.

The report is a key accountability document and serves to fulfil our statutory 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 sector and the Australian community.

We aim to provide readers with a detailed account of our performance for the 2016–17 reporting period. The report also contains audited financial statements for 2016–17 and identifies our plans to meet expected challenges in the year ahead.

The report has been prepared in accordance with the HVNL 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.

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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



27 September 2017

Our Reference: 1397

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 2016 to 30 June 2017.

The report is structured to reflect delivery against the NHVR Corporate Plan 2016-17 to 2018-19, which was approved by responsible Ministers. It provides a detailed description of the NHVR's achievements and performance during the 2016-17 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 2016-17 includes:

- Full rollout of the NHVR Portal - Customer Module, including online applications, performance maps and tracking of permit applications.
- A 23 per cent growth in the Performance Based Standards (PBS) Scheme with 1403 combinations approved, thus reducing the impact on infrastructure and boosting safety for all road users through increased innovative and optimised designed vehicles on the road.
- A 46 per cent increase on the number of route pre-approvals across road managers to 1642, reducing the need for operators to seek consent from road managers for access to the road network.
- New national work and rest hours exemption notice to assist livestock transporters to meet their animal welfare obligations.
- Undertaking the National Roadworthiness Baseline Survey, the largest ever undertaken across Australia, and the release of the report to inform and support the ongoing Roadworthiness Program.
- Full rollout of the National Heavy Vehicle Inspection Manual, including the release of the NHVR's Daily Safety Checklist, allowing operators to undertake a quick visual inspection on vehicles prior to leaving the yard, depot or rest area.
- Release of new guidelines for registering Industry Codes of Practice, under the HVNL, developed in consultation with industry and jurisdictions.
- Review and release of the *Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)*, ahead of full implementation on 1 September 2017. The new version was the largest review undertaken since the Bulletin was first released in 1992.
- The transition of investigative and prosecutorial services from South Australia, with the planning and preparation for the transfer of on-road compliance activities in late 2017.
- Installation of six heavy vehicle camera locations in Victoria and Queensland to support the proposed national camera network under the NCIS Project.

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 black ink, appearing to read 'Bruce Baird', is positioned 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 2016-17 are identified, along with key initiatives and future challenges.



# Message from the Chair of the NHVR Board

The NHVR Annual Report 2016–17 tells of many significant achievements by the NHVR on the path to reform safety and productivity across the Australia's heavy vehicle road transport sector.

Now into our fifth year, it is clear that, in meeting our statutory objectives, we must understand and meet community expectations of an effective national regulator and improve standards and performance relating to heavy vehicle safety. We also seek to provide continuously improve access to our services and products.

At a strategic level, the Regulator has spent a lot of effort focusing on our future direction. In 2016, we undertook a series of strategic planning activities which resulted in a number of important publications, setting out the NHVR's future direction and priorities.

In August 2016, we released to the industry, *NHVR Setting the Agenda 2016–2020*, outlining the National Heavy Vehicle Safety, Compliance and Assurance, and Productivity strategies. These three core strategies underpin our 10 year blueprint, *NHVR Strategic Directions 2016*, which we also released in 2016.

*NHVR Setting the Agenda 2016–2020* articulates a clear pathway for the regulatory environment that we aim to establish by 2020. While its targets are ambitious, I believe they are achievable through our commitment to resourcing, planning and working closely and in partnership with our key stakeholders.

The focus on these strategies will provide leadership and drive sustainable improvements across the heavy vehicle industry. They aim to establish a co-regulatory environment that supports and embeds a culture where all participants accept mutual responsibility and accountability.

For the medium term, the NHVR Corporate Plan 2017–2020 was approved by responsible Ministers in May this year. The plan, which is required under the HVNL, sets out our objectives and reform priorities over the next three years. It also reflects our intention to maintain our 2017–18 budget at 2016–17 levels.

The plan is aligned with our five and 10 year strategies. It provides the planning framework for the organisation's functional areas, work programs and strategic projects.

The planning and strategic work complements and improves the ongoing delivery of the regulatory services and activities which are fundamental to our role.

As you will see highlighted elsewhere in this report, the NHVR has released guidelines to assist the heavy vehicle industry develop Industry Codes of Practice (ICoP) and register them under the HVNL.

The National Roadworthiness Baseline Survey (NRBS) – the largest ever survey of the mechanical condition of the Australian heavy vehicle fleet – was undertaken with a comprehensive report released in May 2017.

Significant legislative change was achieved by the enactment of strengthened Chain of Responsibility (CoR) laws. We are undertaking a comprehensive national campaign to raise awareness of the fundamental changes to these laws ahead of their implementation in mid-2018.

Significant progress is being made on the national services transition blueprint. This guides the process whereby our state government agency partners continue the transfer of service delivery functions from their jurisdictions to the national regulator. This initiative is well underway in South Australia, with other jurisdictions expected to commence the transition in 2018.

Through the support of the Commonwealth, the NHVR's Heavy Vehicle Safety Initiative (HVSII) Program has delivered six camera locations in Victoria and Queensland as part of a proposed national camera network under the National Compliance Information System (NCIS) Project. The cameras are linked to existing networks as part of a national effort to improve and integrate heavy vehicle monitoring and safety.

These are just some of the achievements of projects which have a national significance. I recognise that these achievements would not have been possible without the support of the heavy vehicle industry and our government stakeholders and express our great appreciation to them.

At the same time, there is one ongoing major challenge facing all regulators and the heavy vehicle industry. We must make greater inroads into eliminating the unacceptably high number of fatal crashes involving heavy vehicles. We will continue to work with all stakeholders to develop and implement measures that will help to achieve this. We will seek to strengthen safety outcomes in all areas within our mandate concerning the operation of heavy vehicles.

I thank Federal Minister Darren Chester and state ministers, as members of the Transport and Infrastructure Council (Council), for their support for the NHVR's reform agenda, and look forward to working closely with them to deliver further heavy vehicle safety and productivity improvements.

Finally, the successes outlined in this report would not have been possible without the hard work of the NHVR staff and our Executive Leadership Team. Along with my fellow Board members, I believe the work this year has the NHVR well placed to continue to deliver the key strategies that support a safe, efficient and sustainable heavy vehicle sector.

I look forward to the further implementation of these strategies in the year ahead.



The Hon. Bruce Baird AM  
Chair



# Review by the CEO of the NHVR

During 2016–17, the NHVR made great strides towards delivering practical outcomes for safety and productivity reform across Australia’s heavy vehicle industry.

Many of our achievements were due to the strength of our relationships with our customers and stakeholders. These relationships and the collective effort to improve safety and productivity across the road freight task are themes that are reflected in every section of this year’s Annual Report.

Increasing our engagement has enabled us to deliver on our fundamental responsibilities prescribed under the HVNL.

Working closely with local government was our top priority over the past year, as they manage 657,000km or 80 per cent of Australia’s road network. We now have agreements in place with local government associations in Queensland and South Australia and closer working ties with similar organisations in other participating states. Our ability to further support local government to better understand the freight task and open up road networks to safe and efficient freight movements will be a key focus in the upcoming year.

By working closely with our industry partners, we were able to undertake a significant reform to the ICoP, with the release of new guidelines and support for industry to develop modern codes to improve safety and compliance with the law.

And finally, by listening to our customers we have implemented the NHVR Portal to streamline the access permit process.

In August 2016, we released *NHVR Setting the Agenda 2016–2020* outlining the National Heavy Vehicle Safety, Compliance and Assurance, and Productivity strategies. In less than 12 months, we have already made significant progress in these key areas as evidenced by the following initiatives:

## **A productive and efficient heavy vehicle industry**

- Development and consultation on the NHVR Portal – Road Manager Module, including 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.
- Full rollout of the NHVR Portal - Customer Module, including online applications, performance maps and tracking of permit applications.
- The return of delegation and transition of class 3 access permits in South Australia and the ACT back to the Regulator through the NHVR Portal.
- Hosting local government heavy vehicle access forums in Queensland and New South Wales to assist road managers to manage the increasing freight task on their local network.
- A 23 per cent growth in the Performance Based Standards (PBS) Scheme with 1403 combinations approved, thus reducing the impact on infrastructure and boosting safety for all road users through increased innovative and optimised designed vehicles on the road.
- PBS demonstration days across Queensland and New South Wales to assist road managers participating in the PBS network for level 1 or 2A vehicles.
- A 47 per cent reduction of vehicle standards exemption permits through the introduction of notices.
- A 46 per cent increase on the number of route pre-approvals across road managers to 1642, reducing the need for operators to seek consent from road managers for access to the road network.
- Release of national notices for special purpose vehicles (SPV), high productivity PBS truck and dog vehicles, oversize and over mass (OSOM) combinations.
- New national work and rest hours exemption notice to assist livestock transporters to meet their animal welfare obligations.
- Consultation on the development of national notices for B-doubles, road trains, agricultural vehicles and combinations as well as a higher mass limits declaration.

### Boosting heavy vehicle safety standards

- The passing of legislative amendments to reform CoR laws, and the delivery of a supporting education and information campaign, including more than 60 seminars and workshops in 2016-17, ahead of the new laws taking effect in mid-2018.
- Undertaking the NRBS, the largest ever undertaken across Australia, and the release of the report to inform and support the ongoing Roadworthiness Program.
- Full rollout of the *National Heavy Vehicle Inspection Manual*, including the release of the NHVR's *Daily Safety Checklist*, allowing operators to undertake a quick visual inspection on vehicles prior to leaving the yard, depot or rest area.
- Release of new guidelines for registering ICoP, under the HVNL, developed in consultation with industry and jurisdictions.
- Review and release of the *Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)*, ahead of full implementation on 1 September 2017. The new version was the largest review undertaken since the Bulletin was first released in 1992.
- The establishment of the NHVR Technical Working Group consisting of technical experts from across the heavy vehicle industry to accelerate the deployment of safety technologies and systems.
- 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. The scheme has achieved a total of 6607 heavy vehicle operators, participating in 10,331 modules, with 99,421 vehicles nominated in the maintenance module and 36,308 vehicles nominated in the mass module.

### Targeted and effective compliance

- The transition of investigative and prosecutorial services from South Australia to the NHVR, with the planning and preparation for the transfer of on-road compliance activities in late 2017.
- Installation of six heavy vehicle camera locations in Victoria and Queensland to support the proposed national camera network under the NCIS Project.
- Establishment of the Data Acquisition Project, working with the Commonwealth and state governments to deliver a central national heavy vehicle registration database by mid-2018.
- The release of the NHVAS Active Vehicle Module (AVM) search tool to allow operators to check the status of a nominated vehicle in mass and/or maintenance management modules by entering either the vehicle's registration, vehicle identification number (VIN), chassis number or accreditation label number.

While this demonstrates considerable progress, there is still much more to do.

Over the past year, the hard working employees of the NHVR and our partners have continued to demonstrate their enthusiasm to deliver a quality customer experience. I thank each and every one of them for the significant contribution they have made to our organisation. It is through their commitment and expertise that we have been able to develop a strong base from which I'm sure the NHVR will continue to grow and develop.

The NHVR and our employees are guided by a strong set of values that underpin how we work with our customers and each other. Our values of *Customer First, Strong Partnerships, People Matter and We add Value* set the standard for a collaborative culture. This carries through to our partnerships with industry and other government agencies.

As we enter our fifth year, I am confident that we will continue to deliver innovative and targeted services for Australia's heavy vehicle industry. I look forward to your ongoing collaboration and support as we set about tackling the many future challenges.



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 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 sector 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 2017, we employed 184 employees in our Brisbane and Adelaide offices, with a presence in Melbourne and Canberra. We have an outsourced national contact centre. Some state road transport authorities and other government agencies deliver various front line services on our behalf, and these arrangements are formalised through service agreements and appropriate delegations.

## Operating environment

We have a direct regulatory relationship with approximately:

				
40,468	273,000	940,000	511	1090
Road freight businesses <sup>1</sup>	People <sup>2</sup>	Vehicles <sup>3</sup>	Road managers	Authorised officers <sup>4</sup>

## Corporate objectives

This report primarily reviews performance against the corporate goals identified in the *NHVR Corporate Plan 2016-17 to 2018-19*.

## Our vision

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

## 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.



1 IBIS World, 2016  
2 Australian Bureau of Statistics  
3 Australian Road Transport Suppliers Association  
4 Excluding police officers authorised under the HVNL

## Our 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 2016-17, we worked towards achieving four strategic goals:

- 1. Safety** – minimise the harm associated with heavy vehicle crashes.
- 2. Productivity** – maximise the economic value of heavy vehicle activity by facilitating better and more efficient industry practices.
- 3. Sustainability** – minimise the adverse impacts of heavy vehicles on road infrastructure, the environment and the community.
- 4. Regulatory capability** – ensure the NHVR’s regulatory activities are proportionate, procedurally fair, evidence-based, and efficiently delivered to achieve our vision and perform our role.

## Performance results

Against the four corporate goals which we set for 2016-17, 85% of targets were met, and a small percentage experienced a delay or external factors changed timing and completion.

## Financial result

The Regulator recorded an operating surplus of \$13.2 million.

Key indicator	2016-17 \$M	2015-16 \$M	Change
Operating revenue	158.1	147.1	▲
Operating expenses	144.9	128.6	▲
Operating surplus (deficit)	13.2	18.5	▼





# Performance snapshot



access applications received by the NHVR  
2.2% > on the previous year



access permits issued by the NHVR  
1% < on the previous year



website visits  
38.25% < on the previous year



PBS combinations approved  
17.4% > on the previous year



calls received by the call centre  
4% > on the previous year



heavy vehicle operators participating in NHVAS within 10,331 modules



vehicles nominated in the NHVAS Maintenance module



vehicles nominated in the NHVAS Mass module



pre-approved routes covering 317 road managers  
48% > in pre-approvals compared with the previous year



**673** users follow NHVR on Twitter



**5585** likes on Facebook



## 02 Report on performance

This section of our report provides a detailed account of our performance in 2016-17 and how it contributed to achieving our corporate goals and our national performance measure outcomes. It provides updates 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 2016–17 to 2018–19*.

Against each of our four key result areas, we set out our achievements and performance at an initiative level against the Corporate Plan's objectives. We also 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 has been verified through an independent performance audit, in accordance with section 42 of the *Heavy Vehicle (General) National Regulation*, and a letter of compliance has been provided to each responsible Minister with this report.

## Challenges

The freight and supply chain is dynamic with many factors that influence the heavy vehicle road transport sector. This presents a number of challenges in meeting our Corporate Plan objectives.

In 2016–17, we continued to seek improvements in critical areas within our mandate. The context is set out below.

### Safety

- Against the longstanding background of uncoordinated national compliance, enforcement and assurance, there have been inconsistent and not fully effective safety outcomes.
- More work is required to make safety the number one priority for all involved in road transport related activities.
- Significant efforts are required to reduce serious injuries, fatalities, property and infrastructure damage and emissions involving heavy vehicles.

### Productivity

- The rapidly growing road freight task requires ongoing improvements in regulatory coordination and consistency.
- The heavy vehicle industry's operating environment, including the Australian Design Rules (ADRs) and infrastructure planning, needs continuous improvement to enhance productivity.

### Sustainability

- Road managers continue to prioritise asset preservation over the network's productive capacity.
- Network access is impeded by inadequate and ageing infrastructure.
- The heavy vehicle industry must be encouraged to adopt innovative technology that will positively influence vehicle design, compliance and assurance models and tools, vehicle-to-vehicle and vehicle-to-infrastructure safety.

## Regulatory Capability

- We need to ensure that our business model provides efficient and effective service delivery which will successfully accommodate the continued transition of service delivery responsibilities from the jurisdictions to the national Regulator and changes in the regulatory and operating environments.
- We need to deal with the existing complex operational and regulatory environment and facilitate greater harmonisation.
- National heavy vehicle data is currently fragmented, incomplete and difficult to access, limiting effective and responsive decision making.

## Looking forward

Our *Corporate Plan 2017–2020* was approved by responsible Ministers in May 2017, and, coupled with our five year focused *Setting the Agenda – Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry*, provides a pathway to make further inroads in addressing our challenges.

Significant bodies of work which we will focus on in 2017–18 include:

- Further developing the NHVR Safety Program, including the Safety Risk Management Framework.
- Further progressing the National Service Transition Program (transferring regulatory responsibilities from state jurisdictions to the NHVR), with the completion of the South Australian transition and the commencement of Tasmania and New South Wales.
- Progressively reducing the numbers of delegations to jurisdictions under which they deal with road access permit applications.
- Reviewing the PBS and NHVAS schemes.
- Continuing to enhance access to and safety on the key freight routes across the country.
- Commencing development of the Safety and Compliance Regulatory Platform.

# Key Result Area: Safety

We will continue to focus on establishing and embedding a strategic framework that makes safety the highest priority for the NHVR and industry. The framework will shape our efforts towards developing a strong safety culture across industry and build a repository of safety knowledge based on data and technology. This will foster strong safety partnerships and firmly reinforce our role as a national regulator with a strong safety focus.

**Objective 1.1** The causes and risk factors associated with heavy vehicle incidents are identified and understood; resulting in a material reduction in injuries, adverse health conditions and fatalities

**Initiative** A well established, evidence-based safety focus for NHVR products and programs underpinned by the National Heavy Vehicle Safety Strategy

 **National Heavy Vehicle Safety Strategy**

The three core strategies – the National Heavy Vehicle Compliance and Assurance Strategy, the National Heavy Vehicle Safety Strategy and the National Heavy Vehicle Productivity Strategy were incorporated in 2016-17 into one document – *Setting the Agenda 2016-2020 Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry*. These strategies underpin our long-term *Strategic Directions 2016* and represent our response to the challenges in these areas. *Setting the Agenda* was launched at the National Road Transport Conference in Cairns on 18 August 2016. A rolling Action Plan was developed which identified priority actions for 2016-17. Both documents have been published on our website.

The safety principles underpinning the strategy are:

- Embedding and enhancing a strong safety culture in every aspect of the heavy vehicle transport lifecycle.
- Utilising high quality data, safety management systems, risk management frameworks and technology to inform decision making for all participants accountable for heavy vehicle safety.
- Utilising innovative ideas, information and education programs to support industry partners and the regulatory workforce.

**The NHVR Safety Program**

We confirmed in *Setting the Agenda* our commitment to developing and maintaining a national regulatory safety program. This program will enable us to develop internal systems that will support industry in taking responsibility for identifying and minimising risks in their operations. This will play a key part in achieving a safer, more compliant and efficient heavy vehicle industry. This approach to improving safety is consistent with those taken in other industries, including aviation and rail, and for achieving better workplace health and safety generally.

To take this program forward, in 2016-17 a comprehensive gap analysis was undertaken, along with the completion of a project plan and associated work packages. As a result, priority actions have been identified and will be progressed in 2017-18.

**Industry Safety Culture Survey**

In 2016-17 planning and the initial development commenced for a comprehensive national industry-wide safety survey. The survey's aim is to develop a baseline of the safety culture in the heavy vehicle industry and is planned to be undertaken in 2017-18.

**Heavy Vehicle Safety Initiative Program**

In 2016-17, we commenced administering the Commonwealth funded HVSI Program. The program supports implementable, value-for-money initiatives that deliver significant heavy vehicle safety benefits. We have seen this funding so far deliver:

- Six heavy vehicle monitoring camera locations in Victoria and Queensland.
- In excess of 60 sessions related to CoR, presented by the NHVR in 2016-17, covering capital cities and regional areas in each state and territory.
- More than 20 fact sheets produced for industry, related to their responsibilities and obligations under CoR changes.
- A national media campaign informing parties in the supply chain of their obligations under CoR changes due to take effect from mid-2018.

'Thank you for coming yesterday to speak to council, it was a very informative presentation - I felt that you did an exceptional job given the circumstances.'

**Marika McNichol**  
Councillor, Southern Downs Regional Council

Initiative	Lead a considered and appropriate approach in the assessment, investment and procurement of infrastructure, systems, equipment and new technologies to improve assurance and enforcement activities
	<p><b>National Compliance Information System Project</b></p> <p>In 2016–17, our NCIS Project moved into its implementation phase and led a series of interdependent initiatives to enhance national assurance and enforcement activities:</p> <p><b>Automated proof of concept</b></p> <p>In 2016–17, we established the proof of concept to collect and integrate the data captured by existing camera networks across four states. With the information technology (IT) environment successfully procured, the proof of concept is scheduled to be fully operational by the end of 2017.</p> <p><b>Roadside interception application</b></p> <p>A roadside intercept application (app) (StaySafe) was developed to enable authorised officers to collect and view data electronically. This app has been successfully used and is being further enhanced for further operation in 2017–18. The roadside gathering of interception data is shared across the nation in real time. The data collected allows the project to prove the concept that data can be collected, stored and accessed at the roadside and shared nationally across Australia. The outcomes from the compliance data collected support heavy vehicle compliance and assurance activities to improve road safety. The findings from this approach will contribute to the further development of the NCIS business case.</p> <p><b>Enhancement of the national camera network</b></p> <p>In 2016–17, we delivered six automatic number plate recognition camera locations – five in Victoria and one in Queensland, which were funded under the HVSI Program. The new cameras will be critical for the national camera network to allow better data sharing across borders and reinforce our efforts to make major freight networks safer.</p> <p>In consultation with state road transport authorities, we developed the <i>National Camera Network Priority Location Report</i> that identifies 41 possible additional camera sites. These are located within the busiest freight routes to maximise heavy vehicle monitoring capability. This report was provided to the Commonwealth in August 2017.</p> <p><b>Establishment of national on-road enforcement and intelligence presence in South Australia</b></p> <p>Throughout 2016–17, as part of National Service Transition Project, we have worked closely with the Department of Planning, Transport and Infrastructure (DPTI), South Australia to establish our first national on-road compliance team for late 2017. This is part of the transitioning of services from the jurisdictions to the NHVR.</p>
Initiative	Collect, analyse, use and share data on hazards, risks, near misses, incident causes, trends and countermeasures
	<p><b>National Roadworthiness Baseline Survey</b></p> <p>The National Roadworthiness Baseline Survey of 7130 heavy vehicles was conducted between August and October 2016. The results were released in June 2017. The survey provided a baseline of the national heavy vehicle fleet’s condition. It will assist us in developing a national risk-based inspection approach to address high risk components, systems, vehicles and operators.</p> <p><b>Safety and Compliance Regulatory Platform</b></p> <p>This project was scoped and established in 2016–17. It will implement an IT platform over the following three years to deliver a centralised system, information management practices and enabling tools to support integrated and targeted national safety and compliance activities. The project will result in:</p> <ul style="list-style-type: none"> <li>• increased proactive compliance intelligence capability</li> <li>• improved regulatory and operational policies</li> <li>• enhanced relationships with industry and all providers in the supply chain</li> <li>• better NHVR services to industry, government and the community</li> <li>• increased NHVR effectiveness and efficiency.</li> </ul> <p><b>Establishment of an NHVR Safety Committee</b></p> <p>Our initial scoping for the establishment of the NHVR Safety Committee has identified the need for a safety assessment group within the NHVR. This will ensure appropriate and responsive actions are developed as a result of information and data obtained through regulatory activities, as well as incident and confidential reporting. Draft criteria and process requirements have been developed and will be finalised in 2017–18.</p> <p><b>Technical Working Group</b></p> <p>In November 2016, we facilitated the first meeting of the Technical Working Group. The group is a partnership of technical experts across the country. It was established to assist us to accelerate deployment of safety technologies and systems. The group has examined a range of safety issues, including tyre inflation, brake systems and coupling safety. In 2017–18, the group will engage with manufacturers and industry to encourage voluntary uptake of safety initiatives and, where the benefits are proven, seek to have mandatory technology and safety systems.</p>

**Initiative** Initiate an effective process for the reporting and investigation of incidents/near misses within a regulatory framework



### Intelligence capability

In 2016–17, we commenced establishing an intelligence capability as part of the regulatory assurance function. As part of this capability, we deliver a platform for information sharing and analysis of collected data about reported incidents. Data provided by jurisdictions will be able to be used to examine causes, identify problems/issues, and inform operational strategies and responses.

### NHVAS review

An internal review of the NHVAS Business Rules and Standards was completed in 2016–17. A consultation and communication plan was approved for implementation in 2017–18. The review identified elements not covered by an initial 2015 review and considered mass, maintenance of fatigue standards. It also provided an opportunity to consolidate the advanced fatigue management (AFM) business rules and standards that had been separated as part of the AFM Risk Classification Scheme (RCS). The review was undertaken as part of the continuous improvement and strengthening of the NHVAS and the transition towards a Safety Management System.

**Objective 1.2** The regulatory framework supports operators and the supply chain in taking responsibility for their safety performance

**Initiative** Certify operators who adopt safety management systems to manage their risks and improve their own safety performance



### Transitioning of NHVAS operators to a Safety Management System

As part of the internal review of the NHVAS undertaken in 2016–17, the scheme's Business Rules and Standards were benchmarked against an internationally recognised standard. We have been working on revised Business Rules and Standards as the first step in the NHVAS for the transition of the scheme to a comprehensive Safety Management System. This work will ensure that the NHVAS aligns with, and operates under, the same principles as the NHVR Safety Program. Although the NHVAS presently provides the best platform for transitioning to a Safety Management System, the revised business rules are also aimed at providing accredited operators with additional substantial support in meeting the HVNL's new CoR requirements, including the responsibilities associated with new Primary Duties.

**Initiative** Develop our education capacity and ensure industry participants are informed about their safety responsibilities and are aware of how to improve their practices to achieve compliance



### Chain of Responsibility industry education

In 2016–17, we undertook a national education and awareness campaign to inform industry of the new CoR laws which will commence in mid-2018 and to assist all concerned to meet their safety and compliance obligations. As part of this campaign, we undertook the following activities:

- conducted over 60 industry education and awareness sessions in locations across Australia in 2016–17
- we provided tailored booklets, podcasts and fact sheets for every role in the supply chain to understand their responsibilities and on how to prevent breaches in mass, dimension, loading, speed, restraint and fatigue
- we arranged for mobile billboards on the back and sides of several trucking company vehicles
- we used high impact digital billboards on major city routes and regional freight routes, such as the New England Highway, Calder Highway and Bruce Highway
- we organised rural press advertising and distribution of flyers and information via registration notices distributed by state agencies.

### Safety promotions, training and education

In 2016–17, we added further scope to our safety promotions, training and education function with the addition of the topics of human factors, technical writing and safety promotional skill sets.

Major deliverables for 2016–17 included:

- development, delivery and presentation of fatigue units of competency
- development of the Safety Management System and Risk Management Guide to support the forthcoming implementation of the HVNL's new provisions on CoR and Primary Duties.
- development of the framework and supporting materials for us to register training organisations proposing to train participants in the NHVAS.

### Units of competency for fatigue risk management

During 2016–17, we worked with the Australian Industry Skills Council and industry members to review and develop new fatigue management units of competency to improve industry understanding of fatigue management requirements and practices. Educational materials were developed for the drivers and others trained in the previous units of competency with implementation to be completed by early 2017–18.

**Initiative** Provide appropriate, accessible and usable advice and guidance material that fosters the update of desired safety related behaviours



**Industry Codes of Practice (ICoP)**

The NHVR's *Guidelines for Preparing and Registering Industry Codes of Practice* were published in February 2017. They are intended to assist any persons, organisations, or other entities who wish to develop an ICoP. They include the necessary requirements designed to improve safety and compliance with the HVNL, and a description of the process for preparing and registering an ICoP. We received and approved seven *Notices of Intention* to develop Registered Codes of Practice.

**Risk-based Inspection Framework**

As part of our Roadworthiness Program and using the data collected through the NRBS in 2016, the Risk-based Inspection Framework has been in development throughout 2016–17. It is scheduled for release in 2018 and will guide on-road officers on targeted inspections of heavy vehicles, based on the assessed risk that these vehicles pose to safety. It will encourage operators to maintain their vehicles in line with the Heavy Vehicle Safety Standards, thereby avoiding unnecessary inspections, and having a positive flow-on effect in increasing productivity and efficiency.

**Safety promotion, training and education materials and activities**

A suite of promotional and training materials and activities were prepared and undertaken to update and support the industry in adopting safety related behaviours. These are available through our website and include:

- Vehicle Standards Bulletin 6 version 3
- National Heavy Vehicle Inspection Manual version 2
- two livestock advanced fatigue management templates and fatigue units of competency
- Risk Management Guide
- training for the SNOWSafe roadside operation
- published safety bulletins, including five bulletins to support Queensland and New South Wales operators impacted by Tropical Cyclone Debbie.

**Daily Checklist**

We released a simple Daily Checklist in November 2016 to assist operators and other motorists to stay safe on Australian roads. The checklist, which is available on our website, enables a quick visual inspection that can be undertaken on a heavy vehicle prior to its leaving the relevant yard, depot or rest area.

**Initiative** Assist certified and compliant operators to engage with best practice safety research bodies and have access to innovative technologies



**Electronic Work Diary (EWD) Project**

In 2016–17, we established several consultative groups, with representatives from the heavy vehicle industry, technology providers and state and territory governments. These groups were surveyed to determine expected benefits, current investment in and commitment to electronic recording systems.

We reviewed the pilot Electronic Work Diary (EWD) implementation model in light of these expected benefits and received government endorsement to realign the project closer with the HVNL. The EWD policy framework outline has been developed and will include EWD standards, conditions of use and approval, guidelines for training, transport operators, records keepers, technology providers and authorised officers.

This realignment of the project has allowed us to reduce the direct and third party costs associated with EWD operations significantly, removing a major barrier for voluntary uptake. The realignment also allows us to recognise past investments and commitments made by industry and so encourage greater uptake.

**Fatigue management detection technologies**

In 2016–17, we participated in the Heavy Vehicle Driver Fatigue Research Project, working with the Cooperative Research Centre for Alertness, Safety and Productivity and the National Transport Commission (NTC). This project uses alertness and sleep devices to investigate the effectiveness of the fatigue management rules. Part of the project has been the assessment of various innovative technologies, which will provide a useful reference for transport operators interested in implementing these systems. We attended demonstrations of fatigue detection technology in use by the transport industry and will continue to monitor developments and progress.

**Objective 1.3** A consistent national assurance system that encourages industry safety improvements and targets highest risk activities and behaviours

**Initiative** Apply appropriate and proportionate preventative and corrective interventions in response to actual risk determined through analysis of relevant and timely data



**National Compliance and Enforcement Operational Guidelines**

During 2016–17, we completed the fourth revision of the National Guidelines in collaboration with all jurisdictional partner agencies. The guidelines promote the consistent interpretation and application of the HVNL by Authorised Offices across participating jurisdictions and reflect the key elements of the HVNL and any national policy positions.

**National Compliance and Enforcement Operations Forum and Working Group**

The National Compliance and Enforcement Forum, comprising senior NHVR representatives and the heads of compliance and enforcement from jurisdictions and police agencies nationally met on 23 November 2016 in Brisbane. The forum considered compliance and enforcement priorities to deliver improved levels of compliance and safety nationally.

The National Compliance and Enforcement Operations Working Group met again in 2016–17, to share information on a broad range of heavy vehicle operational matters. The group comprises key representatives from road transport authorities and police agencies.

**National Investigations Coordination Group**

The concept of a National Investigations Coordination Group has been supported and our planning for an initial meeting was progressed in 2016–17.

**Investigative practices**

In 2016–17, the South Australian based NHVR investigators undertook a total of 75 investigations and collaborative engagements into the business practices of relevant road transport companies. Our aim was to ensure that their system controls met the requirements and obligations of parties in the CoR. By these activities we provided direction, recommendations and advice to assist companies to improve their safety and compliance.

**Initiative** Working with industry groups to develop safety and regulatory compliance tools, education and guidance materials



**Fatigue risk management templates**

In 2016–17, we developed three fatigue risk management templates and other guidance materials. They enable the adoption of a risk-based approach to manage longer driving hours with associated offsets and mitigating strategies. We developed a regulatory framework and supporting materials to allow us to register training organisations proposing to train participants in the NHVAS. We also developed educational materials for the drivers and others trained in the previous units of competency. Our implementation plan was finalised for commencement in 2017.

**National Heavy Vehicle Inspection Manual (NHVIM)**

A new user-friendly version of the NHVIM was developed and disseminated in 2016–17. The manual is designed to assist industry in ensuring that heavy vehicles meet the appropriate roadworthiness standards. It articulates the specific standards and requirements relating to roadworthiness and maintenance.

**Chain of Responsibility Survey**

In partnership with Macquarie University, we released an online CoR survey during September 2016. The results of the survey of the heavy vehicle industry and supply chain businesses assisted us to develop appropriate tools and information, to support the education and awareness products used throughout our CoR national campaign.

**Load Restraint Review Guide**

During 2016–17, we assisted the National Transport Commission (NTC) with its revision of the Load Restraint Guide 2004. With assistance from the industry’s expertise, our contributions to the review process will help the revised guide, when released, to be fit for purpose, relevant to the industry, contain up-to-date guidance material and assist industry in meeting its obligations under the HVNL. This will result in the safer transportation of goods by road.

**Vehicle Standards Bulletin**

A public consultation period to gather feedback on our update to *Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicles Modification (VSB6)*: was held in early 2017. After taking account of all feedback, the substantially modernised VSB6, was released in July 2017. It guides the industry in the modification of heavy vehicles safely and in compliance with relevant ADRs and in-service vehicle standards regulations.



#### Initiative

Continue to enhance national consistency in compliance and enforcement approaches



#### National Heavy Vehicle Safety Assurance Framework

With our National Compliance and Assurance Strategy released in August 2016, work commenced in 2016-17 on the Safety and Assurance Framework. This framework, as part of the NHVR Safety Program, integrates our other compliance and enforcement related programs and activities, including NCIS, the Roadworthiness Program, EWD, the review of the NHVAS, along with CoR and ICoP. Work packages defined within the framework, will be undertaken in 2017-18 and will further enhance national consistency in compliance and enforcement approaches.

#### National Compliance Operations, Interventions and Investigations Manuals

In 2016-17, foundational work was undertaken into the development of operational policy and procedures in readiness transition to us of the safety and compliance function from South Australia. In 2017-18, this work will be further developed as part of the National Compliance Operations Manual, scheduled to be completed by June 2018. Work is also being progressed on the development of a National Investigations Policy and Manual, including interventions.

#### Investigations training

In 2016-17, initial investigations training was facilitated in South Australia for NHVR investigators. This was in order to; build capability to assess and respond to systemic failures in business practices that lead to contraventions of the HVNL, to provide relevant recommendations to direct appropriate interventions and investigations, and, where appropriate to prosecute offenders.

Investigator and authorised officer training for the HVNL's CoR primary duty amendments (including operational readiness) is under development, and is planned for delivery from late 2017.

This training will form the basis of a formal National Safety and Compliance training program to be rolled-out progressively as further transition of services takes place.

#### National Regulatory Compliance Operations and Training Calendars

Through the NCIS on-road proof of concept operation, we developed a Calendar of Operations. This will mature as we gain further insights from the data and information produced through these Operations and our ongoing work with partner agencies.

#### National OSOM Mass Assessment Project

In 2016-17, we directly contributed to the delivery of Austroads' National Oversize Overmass (OSOM) Mass Assessment Project. Consultation with the OSOM industry and jurisdictions has identified opportunities to achieve a national, consistent approach in processes used to assess mass requirements for OSOM vehicles. The delivery of the project will inform the development of a national OSOM mass assessment procedure to achieve consistent compliance outcomes. All necessary OSOM vehicle weighing and measuring field trials were completed by May 2017. The project is expected to be completed in 2017-18.

## Objective 1.4 The heavy vehicle task is undertaken by safe and compliant operators

Initiative Build the capacity for intelligence based systems to identify compliant operators and target high risk operators



### NHVAS audits

Throughout 2016-17, we conducted a number of direct NHVAS spot checks on operators and their systems, as well as, reviewing previous audits undertaken by third party auditors. These were undertaken in South Australia in the first instance and are planned to be rolled out across the other states in 2017-18.

### Electronic NHVAS Interception Book Report Project

Significant work on the development of an electronic NHVAS interception book report was undertaken in 2016-17. With user acceptance testing being finalised, we have identified a number of enhancements to our current databases to accept the interception data now received electronically from New South Wales and Queensland.

### Accreditation assessment and decision making policy

As part of the NHVAS continuous improvement process, in 2016-17 new accreditation assessment and decision making policies were developed to provide greater visibility of an operator's regulatory profile and guide our intervention activities.

### National heavy vehicle information sharing protocols with police agencies

In 2016-17, we undertook discussions with the Australia New Zealand Policing Advisory Agency (ANZPAA) and police agencies. Specific national heavy vehicle information sharing protocols with the South Australian Police were near finalisation. Further development of protocol agreements will be progressed with other police agencies in 2017-18. We are seeking police recognition of the NHVR as a Law Enforcement Agency.

### National intelligence planning and coordination

Following a review of jurisdictional intelligence capabilities (staff and systems) in 2016-17, we commenced developing a National Intelligence Capability Framework. This work will be finalised in 2017-18. This will support the development of a National Intelligence Strategy and model, to inform decisions relating to nationally coordinated investigations and enforcement operations to improve heavy vehicle safety and compliance.

Initiative Improve the full range of interventions so that unsafe operators are compelled to improve their performance or, in appropriate cases, stop operating



### Prosecutions management

Since commencing operations in July 2016, our South Australian based prosecution team received 323 files of which 297 had been adjudicated and 235 matters had been finalised (206 guilty pleas, 29 withdrawals, no acquittals) in 2016-17. There were 77 active matters before the courts, and prosecutors had spent a total of 92 days in court.

Additionally the prosecution team:

- established and chaired the monthly National Prosecutions Group, comprising of representatives from all agencies who undertake HVNL prosecutions and from Western Australia;
- held the inaugural Heavy Vehicle Prosecution Conference to coalesce issues facing HVNL prosecutors nationally, explore opportunities to work together to achieve legislative objectives, and continue preparation for the HVNL's new duties based offences commencing in 2018; and
- provided extensive training and information to state compliance officers and South Australia police.

### Prosecution Policy

In 2016-17, the Prosecution Policy of the NHVR was drafted and trialled through our South Australian office. The policy is modelled on the uniform prosecution policy adopted by the Directors of Public Prosecutions of all States and the Commonwealth of Australia in 1990, with bespoke amendments to recognise the unique nature of regulatory prosecutions in an applied law scheme. The policy will be made public through the NHVR website in 2017-18 to ensure transparency and accountability.

'Greg from NHVR has been instrumental in assisting us with getting this road "on the map" and approved as a B-double route. Greg was relentless in pursuing this matter for us and I think he should be congratulated for going above and beyond to let us know that it has now been approved. Thanks Greg for your follow ups and phone calls letting us know how this was progressing. We really appreciate it.'

**Keryn Coulthard**  
GPT Metroplex Pty Ltd

# Key Result Area: Productivity

Industry productivity is a key priority for the NHVR. To focus on this, we direct resources and effort on developing and implementing consistent safety standards which incorporate relevant, high quality data and provide an environment for industry and government to realise an efficient, productive, safe and sustainable road freight system.

<b>Objective 2.1</b>	<b>One set of national rules apply for similar vehicles operating in similar conditions, based on their actual risks to infrastructure and the community</b>
Initiative	Develop and implement national notices and legislative changes
	<p><b>National Harmonisation Program</b></p> <p>In 2016–17, we established the National Harmonisation Program to make heavy vehicle regulation that is within our mandate more consistent at a national level. The key objectives of this program are to minimise the compliance burden on the heavy vehicle transport industry, reduce duplication and inconsistencies across state and territory borders. The program is developing the following four priority notices:</p> <ul style="list-style-type: none"> <li>• National Higher Mass Limits (HML) Declaration</li> <li>• National Class 2 Heavy Vehicle B-double Authorisation Notice</li> <li>• National Class 2 Heavy Vehicle Road Train Authorisation Notice</li> <li>• National Class 1 Agricultural Vehicle and Combination Exemption Notice.</li> </ul> <p>In 2016–17, scoping papers were developed for the program, with industry consultation. We will continue consulting key industry associations, local government, state and territory road transport authorities throughout the duration of these projects. The Australian Road Research Board (ARRB) is working with us on the program. As a part of this partnership, the ARRB conducted technical assessments for the HML, B-double and road train issues papers to aid us in developing our policy positions. The program will continue in 2017–18, with the priority notices expected to be completed in 2017.</p> <p><b>Regulatory Change Cycle</b></p> <p>The Regulatory Change Cycle Policy is designed to provide certainty to industry participants as to when key regulatory changes will occur. The policy sets bi-annual dates on which regulatory changes will come into effect and bi-annual periods for formal consultation on proposed regulatory changes. A draft policy has been developed and will be finalised and implemented early in 2017–18.</p> <p><b>Heavy Vehicle Classification Framework</b></p> <p>Progress has been made on options for developing a national heavy vehicle classification framework. The framework is a long term strategic objective which contributes to shifting the way heavy vehicles are categorised. We are progressively reaching this objective by several initiatives under the National Harmonisation Program. Using nationally consistent road train definitions in the National Class 2 Heavy Vehicle Road Train Authorisation Notice will be an important element. Similarly, the release of our Common Heavy Freight Vehicle Configurations Chart was well received, with over 80,000 social media views. The chart shows some of the most common heavy vehicle combinations used in Australia.</p>
Initiative	Assist road managers to make more timely decisions on ‘last mile’ access decisions
	<p><b>NHVR Portal – Road Manager Module</b></p> <p>In 2016–17, the development and testing of the online NHVR Portal’s Road Manager Module was undertaken in preparation of its release in early 2017–18. The portal will streamline road manager decision making processes and further cut end-to-end road access processing timeframes.</p> <p>More than 20 road managers across Queensland, New South Wales, Victoria, South Australia, Tasmania and the ACT participated in the user acceptance testing of the system. This followed extensive consultation with road managers regarding what they will need the portal to do when they are processing road access permit applications from operators across the Australia.</p> <p>When the portal is operating, road managers will move from the current email and paper-based systems to the new centralised portal. This will be a key part of the end-to-end solution for improved road access permit management.</p> <p><b>Hotline and hypercare support for road managers</b></p> <p>Our road manager hypercare support function was established in 2016–17, with 2382 enquiries received through the dedicated hotline. The hotline provides direct support to road managers in their decision making relating to road access requests, as well as technical support for online systems such as Journey Planner, the Access Management System and the NHVR Portal.</p>

<b>Initiative</b>	<b>Collect and analyse data on the application of inconsistent restrictions or refusal by road managers on similar types of vehicles</b>
	<p><b>Refinement of heat maps</b></p> <p>Quarterly 'heat maps' have historically been provided to show the performance of road managers over a specific period in time. The heat maps have helped us to identify local governments that may require support or guidance from the NHVR (or other agencies) both to improve their understanding of heavy vehicle road access requirements and to provide an efficient and effective service to applicants. Through our interaction with road managers, we have learned that the 'heat map' reporting should show current rather than historical performance. Accordingly, we have redesigned the reporting methods and will produce an improved heat map.</p> <p>Revised reporting parameters will support the heat maps as a tool for discussing current performance so that we can more proactively support road managers to make timely assessments and decisions. The benefit of this change is that the heat maps will display current performance at the date of publication. This will not only provide us with a platform to be able to identify road managers who may require additional support, but also for road managers to track their performance accurately.</p>
<b>Objective 2.2 National access management is simple, consistent, transparent, fair and efficient</b>	
<b>Initiative</b>	<b>Improve the service delivery and customer service aspects of the current national access management business by developing and implementing a consistent, transparent and efficient national access management system</b>
	<p><b>NHVR Portal – Customer Module</b></p> <p>Our online customer portal went live on 1 August 2016, providing heavy vehicle operators with a digital platform to apply and track permit applications. The portal processes all classes of access permit applications handled by the Regulator, including those for PBS (35 per cent of all applications), Special Purpose Vehicle (SPV) (13 per cent), agricultural vehicles (2 per cent), road trains (4 per cent) and B-doubles (11 per cent).</p> <p>Since its initial release, additional features have been added to the portal. These include new route planning features, such as the integration of 'drag and drop', drawing tools and Google Street View to make it easier to plan and map a heavy vehicle permit route. The improvements have made it easier to apply for permit schemes and remove the need for Journey Planner IDs in the application. These extra functions will allow us to continue to improve permit processing times and provide greater certainty for heavy vehicle operators.</p> <p>The portal has processed permit applications from more than 7000 registered heavy vehicle users, making up 95 per cent of all permit applications that we processed.</p>
<b>Initiative</b>	<b>Ensure operators are aware of requirements to gain access to their preferred routes</b>
	<p><b>Education about and awareness of access rights</b></p> <p>Throughout 2016–17, a series of education and awareness initiatives were undertaken to raise operators' awareness of access rights. The following activities were undertaken:</p> <ul style="list-style-type: none"> <li>• Permit application support (enquiries for access, calls made to customers, call centre education and support).</li> <li>• Information and training sessions have been held across jurisdictions with operators.</li> <li>• Access material and presentations have been made at workshops and conferences across Australia.</li> <li>• Information Sheets on key issues have been published on our website, including permit amendments and internal reviews.</li> </ul>
<b>Objective 2.3 Compliant and safe operators gain seamless access to the national road network for their higher productivity vehicles</b>	
<b>Initiative</b>	<b>Enhance the PBS Scheme to provide improved consistency in PBS network and become the new standard</b>
	<p><b>Alternate certification process for low risk PBS vehicles</b></p> <p>The first of the low risk PBS vehicle alternate certification processes was the simplified design approval process for certain truck and dog combinations (implemented in April 2017).</p> <p><b>PBS assessor and certifier auditing scheme</b></p> <p>During 2016–17, initial work to align existing assessor and certifier rules with the HVNL commenced. This included a comprehensive review of the assessor and certifier accreditation being incorporated in the PBS Forward Work Program (FWP). The PBS FWP has been finalised and will commence in early 2017–18.</p>
<b>Initiative</b>	<b>Ease of access for operators who use in-vehicle monitoring technology to enhance safety</b>
	<p><b>Electronic Work Diary (EWD) Project</b></p> <p>The realignment of the EWD Project will see further progress under this initiative in 2017–18.</p>

**Objective 2.4** An efficient regulatory framework, which implements continuous improvements, reduces the burden on industry and government, supports innovation and increases productivity

**Initiative** Creation of consistent standards across access conditions, heavy vehicle classifications, maintenance and inspection regimes, language and terminology and other relevant regulatory requirements



**Accreditation vehicle portal search (Active Vehicle Module search)**

The Active Vehicle Module search tool was released in May 2017. It allows industry, operators and authorised officers to check the 'real time' status of a nominated vehicle in the mass and maintenance modules of the NHVAS. Searches are undertaken by entering the vehicle's registration number, VIN or chassis or label number into an online portal.

**National Heavy Vehicle Inspection Manual (NHVIM)**

A new user-friendly version of the NHVIM was developed and disseminated to assist industry in ensuring heavy vehicles meet the appropriate roadworthiness standards. The manual articulates the specific standards and requirements relating to roadworthiness and maintenance.

**Increasing crane access**

We recognise that access to local government roads is often a prerequisite for access to state controlled networks. In late 2016, we commenced a program in partnership with the Crane Industry Council of Australia and the Local Government Association of Queensland (LGAQ), to boost the road networks - National Class 1 SPV Notice. We developed an SPV Network Development Map which is updated weekly to show the state of the current road manager consultation that we are undertaking.

**Road Manager Response Times Guidelines**

In 2016-17, we worked closely with state and territory road authorities through the National Operational Strategy and Policy Advisory Group (NOSPAG) to develop the NHVR Road Manager Response Times Guidelines and the NHVR Period Permit Duration Guidelines. The guidelines aim at reducing the permit processing response time and at setting consistent permit duration times across all participating jurisdictions. We expect the guidelines to be endorsed by state and territory road transport authorities in 2017-18.

**Initiative** Increase knowledge of industry and expertise of road managers to facilitate consistent, timely, productive and efficient outcomes



**NHVR Portal - Road Manager Module 'Activation Sessions' with road managers**

Representatives from over 400 road managers participated in an 'activation session' across the country, learning about the soon to be released Road Manager Module of the online NHVR Portal. This represented participation by a total of 197 local government and five state agencies and is part of the final steps in preparing for the module's rollout. In addition to the sessions, online webinars, portal tools and show case sessions have been developed and organised to support the uptake of the module and strengthen the expertise of the road managers.

**Initiative** Positively support heavy vehicle productivity through innovation, research and emerging technologies



**National Compliance Information System (NCIS)**

The NCIS will combine real time data gathering, analysis and communication capability to help make our roads safer and improve the heavy vehicle industry in Australia. This will be done in accordance with the National Safety and Assurance Framework. It will work by linking a network of vehicle monitoring cameras with driver and operator information to enable coordinated compliance nationally.

The NCIS is an Australian first in bringing together vehicle monitoring technologies with data gathering and analysis capability. This will enable nationally coordinated compliance monitoring, delivering significant road safety benefits and improvement to heavy vehicle freight transport across Australia.

In 2016-17, we tested and validated the amalgamation of heavy vehicle related compliance and camera data to gain a true national picture of the heavy vehicle fleet. The associated national camera network will be extended over three years with the addition of vehicle monitoring cameras, based on locations identified using a data driven approach. This forward work program utilises camera technology which will be integrated with advanced vehicle monitoring capabilities.

**National Approved Vehicles Examiners Scheme**

In 2016-17, we developed the national accreditation framework for all third party providers of services, including approved vehicle examiners, and is to commence 2017-18. This will provide the appropriate standards for an organisation or individual that is to undertake a regulatory function on our behalf.

# Key Result Area: Sustainability

We aim to minimise the adverse impacts of heavy vehicles on the environment, road infrastructure and the community.

<b>Objective 3.1</b> The heavy vehicle industry continues to improve its environmental performance across a range of indicators	
Initiative	Understand the current state of environmental performance across the heavy vehicle fleet
✓✓✓	<p><b>National Roadworthiness Baseline Survey (NRBS)</b></p> <p>In 2016-17 we undertook the National Roadworthiness Baseline Survey providing a snapshot of the age and roadworthiness of the national fleet. The survey data will supplement future work in regard to the direct and indirect impact and sustainability of heavy vehicle activities on infrastructure and the environment.</p>
Initiative	Provide appropriate, accessible and usable advice and guidance material that fosters the uptake of desired sustainability related behaviours
✓✓✓	<p><b>Industry/road manager materials</b></p> <p>We undertook an information campaign to provide industry with comprehensive analysis and key outcomes of the NRBS about the state heavy vehicle fleet in the participating jurisdictions and the Northern Territory. This included a video, seven fact sheets, media releases and industry briefings and survey overview FAQs.</p>
<b>Objective 3.2</b> Heavy vehicle access to the national network is sustainable and optimises network performance	
Initiative	Work with road managers to preserve their assets in accordance with their lifespan while balancing productivity
✓✓✓	<p><b>PBS Restricted Access Vehicle Route Assessment tool</b></p> <p>In 2016-17, we held a series of training sessions and assisted with training development activities across Queensland and New South Wales. These were designed to increase understanding by road managers of their responsibilities, vehicle performance, route assessment processes and how to use the restricted access vehicle route assessment tool (RAV RAT).</p> <p>Developed by ARRB, the RAV RAT has been designed to guide local government practitioners through a consistent route assessment process, focused specifically upon the road infrastructure assessment criterion that is most relevant to the local roads environment. The system is able to assess routes for prescriptive, PBS and OSOM freight movements. ARRB continues to monitor RAV RAT usage to assist the Regulator in identifying target audiences for additional support.</p>
Initiative	Reduce the growth rate of heavy vehicles on the road network through expansion of the application of higher productivity vehicles
✓✓✓	<p><b>PBS Scheme</b></p> <p>Throughout 2016-17, the PBS Scheme continued to facilitate the commissioning of safer and more productive vehicles to assist industry deliver the growing freight task. In 2016-17 the scheme approved another 1179 PBS combinations, an increase of 32 per cent compared with 2015-16.</p> <p><b>PBS Forward Work Program</b></p> <p>A comprehensive review of the assessor and certifier accreditation has been included in our PBS Forward Work Program for implementation in 2017-18.</p>

‘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.

Centroc looks forward to a continuing partnership in improving the road network and productivity of the freight task across the Central NSW road network.’

**Cr Bill West**  
Chair, Central New South Wales Council Group (Centroc)

# Key Result Area: Regulatory Capability

We will continue to monitor our work and governance arrangements to improve our operational activities, regulatory services and support functions. This will ensure our decisions are fair, lawful, consistent, evidence-based and reflect systematic evaluation.

Objective 4.1	We are recognised as Australia's single National Heavy Vehicle Regulator
Initiative	Position to be recognised as a primary source of leadership and advice for all critical heavy vehicle reform priorities
✓✓✓	<p><b>Progressing national reform projects</b></p> <p>In 2016–17, we continued to progress our portfolio of strategic projects in consultation with jurisdictions. We reported progress to the Transport and Infrastructure Senior Officials Committee (TISOC) and the Transport and Infrastructure Council. This has included the Registration Data Acquisition project, ongoing development of an EWD strategy, the NRBS, the development of a national camera network, implementation of primary duties amendments, and publication of guidelines for developing ICoP.</p> <p><b>Provision of regulatory legal services</b></p> <p>The provision of in-house legal advice has directly contributed towards our becoming a primary source of advice and leadership. Throughout 2016–17 legal advices were wide-ranging. They included advice on road manager liability for damage to a heavy vehicle, transition of accreditation to a new legal entity, interpretation of technical definitions within the HVNL, emergency services exemptions to fatigue provisions, the validity of medical certificates required under a work permit, constitutional and evidentiary limits of compliance officers working across borders, interpretation of fatigue counting rules, scope of amended primary duty, application of PBS system, exercise of powers by authorised officers when invitees, and liability in respect of online products and services.</p> <p>Additionally a range of memoranda of understanding, information sharing agreements and similar have been negotiated and finalised between NHVR and its partners. We are taking steps to enable information sharing across borders, as a key component of our regulatory function.</p> <p><b>Administering the Heavy Vehicle Safety Initiative (HVS) Program</b></p> <p>In 2016–17, we commenced administering the Commonwealth funded HVS Program. The program supports implementable, value-for-money initiatives that deliver significant heavy vehicle safety benefits. The fund is administered to the Regulator through a four year grant with bespoke funding agreements established with recipients of the Commonwealth funding.</p> <p><b>Registration Data Acquisition Project</b></p> <p>In 2016–17, we worked with all states and territories and Austroads to introduce a national registration database. This will enable a data sharing system for heavy vehicles registration data. The database is expected to be delivered on 1 July 2018, and is the first time there will be a national data set for heavy vehicles. We have secured \$15 million over three years to develop the key data platform to receive and analyse data.</p> <p>National registration will drive efficiency for the heavy vehicle industry, improve regulatory functions for the NHVR; and improve road safety through:</p> <ul style="list-style-type: none"><li>• the removal of registration labels and stickers</li><li>• issuance by jurisdictions of national plates for new registrations</li><li>• common expiry dates for fleet operators</li><li>• seamless interstate registration transfer.</li></ul> <p>The provision of clean and consistent data from all jurisdictions and the integration of the data across regulatory technology functions operated by the NHVR, including the NCIS, will enable targeted assurance and enforcement with a focus on improving compliance and safety throughout the industry.</p> <p><b>Local government heavy vehicle forums</b></p> <p>Given the key role of local government in delivering on access productivity gains, a series of local government heavy vehicle forums was delivered throughout 2016–17 in partnership with proactive local government road managers. The forums informed local government on its obligations and opportunities to manage its freight task to boost local economies. The format provided information on the HVNL, showcased councils which had embraced their roles under the HVNL, and highlighted industry needs before getting councils to identify and progress specific local freight priorities in partnership with local industries. A total of six forums were held in New South Wales, two in Queensland and one in Victoria.</p>



### National Service Delivery model

Throughout 2016–17, we worked closely with jurisdictions to develop a blueprint for services transition over the next five years. All jurisdictions have provided in-principle support for the NST Program, with South Australia, Tasmania, ACT and New South Wales committing to services transition within the next five years. Work is continuing with Queensland and Victoria to develop an appropriate timeline and pathway to services transition for inclusion in the blueprint.

The NST Program represents some \$100 million of our annual budget and a significant change to how we will deliver regulatory services into the future.

In July 2016, we finalised the transition of the first phase of services from DPTI in South Australia which included prosecutions, investigations and heavy vehicle intelligence analysis. Throughout 2016–17, we worked closely with DPTI towards the transition of the second phase of services including on-road compliance, Safe T Cam Program, Intelligence Access Program, geographic information system, distribution of consumables (written work diary) and customer and information services. Transition of phase 2 services including on-road safety and compliance is scheduled to occur in October 2017.

Service transition planning was undertaken with the Tasmanian Department of State Growth in the first half of 2017 with the Department of State Growth undertaking preparatory work ahead of formalising a services transition project from July 2017.

### Gazette notices

We continued to maintain and further develop an extensive suite of authorisations, exemptions and declarations published by Gazette Notice. This work was conducted in three main streams:

First national notices applying across all jurisdictions, including delivery of:

- legal support for the Harmonisation Program conducting major national reforms of HML, B-double and road train operations, and agricultural vehicle operations
- National Heavy Vehicle Standards (Truck-Mounted Attenuator) Exemption Notice 2017
- National Livestock Welfare Work and Rest Exemption Notice 2017
- National Heavy Vehicle Concrete Agitator Work and Rest Hours Exemption Notice 2017.

Secondly, state and multi-state notices introducing significant reforms, including delivery of:

- Multi-State Class 1 Load Carrying Vehicles Mass Exemption Notice 2016
- Multi-State Class 1 Load Carrying Vehicles Dimension Exemption Notice 2016
- Tasmania Class 1 Load Carrying Vehicles Mass and Dimension Exemption Notice 2017
- Tasmania Higher Mass Limits Declaration 2016
- Queensland Class 1 Agricultural Vehicle (Northern Coastal Zone 1) - Dimension Exemption Notice 2016
- Queensland Class 1 Agricultural Vehicle (Coastal Zone 1) Dimension Exemption Notice 2016

Thirdly, maintenance of current and expiring Gazetted notices, including delivery of:

- 11 amendment notices
- reviewing and replacing ten expiring transitional notices
- multiple new single-issue notices.

### Cost Recovery Study Project (CRSP)

Throughout 2016–17, research was conducted for the second iteration of the CRSP. The jurisdictions provided valuable input to enable better understand of service delivery costs.

‘The event was a great opportunity for the city. The NHVR Heavy Vehicle Access Forum provides our access team and local council representatives with an informed insight into where we can further assist freight businesses in using our road network more efficiently for the benefit of all.’

**Stephen Bali**  
Blacktown City Council Mayor

<b>Initiative</b>	<b>Proactively manage service delivery agreements in line with efficient and effective performance-based contract management principles</b>
	<p><b>Service Level Agreement management</b></p> <p>Service agreements were executed for 2016-17 for all jurisdictions except South Australia. We worked closely with DPTI to implement service transition plans.</p> <p>Jurisdictions were invited to roll over current service level agreements for 2017-18, in accordance with provisions in the agreements. This will allow sufficient time for a considered approach to creating a new generation of service level agreements for 2018-19.</p> <p><b>NHVR Service Agreement Reporting Framework</b></p> <p>In 2016-17, the NHVR Service Agreement Reporting Framework was implemented with monthly and quarterly reporting from jurisdictions on certain activities performed under the agreements.</p> <p>The framework has been in place since late 2016, with all participating jurisdictional road transport agencies providing monthly reports to us, reflecting their on-road activities and basic outputs.</p> <p><b>National Partnership model transition</b></p> <p>In 2016-17 a National Services Partnership Agreement (NatSPA) was socialised with jurisdictions during the NST consultation process. NatSPA will provide a more appropriate means of a service agreement from 2018-19 as services are being transitioned to the NHVR and delivered in a nationally consistent way.</p>
<b>Objective 4.2</b>	<b>The national regulatory framework and functions are appropriately targeted, harmonised, up-to-date, outcome-driven and underpinned by informed evidence-based decision making through a national data set</b>
<b>Initiative</b>	<b>National Data Strategy that supports the provision of safety critical data for timely and effective decision making</b>
	<p><b>Data Analytics Centre of Excellence</b></p> <p>The Data Analytics Centre of Excellence has been fully established with skilled resources, standards developed and associated services on offer to all business units across the NHVR. The Centre of Excellence has advanced the information management capability with the ability to accept, hold, create, transform and retire data in secure, confidential and private ways.</p> <p>The Centre of Excellence developed an Enterprise Information Management Strategy. This describes all the activities that we will undertake with the use and management of information in all its forms, including information governance (planning the framework and ensuring it is implemented well), information management (organising the work so that it is managed well) and information products and services (providing high quality information services to internal and external parties).</p> <p>The Data Analytics Centre of Excellence also supported the development of an end-to-end Enterprise Design Blueprint. This is an architectural view to what we will require by way of information and associated products and services over the next three to five years. The information architecture will support the acquisition of safety and compliance data and ensure that we will appropriately control and manage all heavy vehicle data, information and knowledge. These documents will be further developed as components of the Safety and Compliance Regulatory Platform is delivered by 2019-20.</p>
<b>Initiative</b>	<b>Refinement of the national law and regulations to address challenges consistently across jurisdictions</b>
	<p><b>Legislative maintenance</b></p> <p>We are a key participant and contributor to all forums for legislative maintenance of the HVNL, including policy matters, maintenance matters, and vehicle standards. In March 2017, TISOC agreed to the NTC transferring responsibility for operational policy and routine maintenance of the HVNL to us.</p> <p>Through our legislative maintenance program, we develop legislative improvements and ensure operational preparedness for HVNL amendments (including the production of guidance material, jurisdictional readiness assurance and operational preparedness).</p> <p>By developing our liaison with staff from participating jurisdictions, and with other national regulators, we are better informed about particular local obstacles, as well as issues of national concern. In particular, our unit in South Australia provides focused information about issues for investigators and prosecutors that may be addressed by legislative amendment.</p> <p><b>Industry Codes of Practice (ICoP)</b></p> <p>ICoP Guidelines under s.705 of the HVNL and ICoP Funding Guidelines have been published. Business processes have been implemented to facilitate the development of ICoP.</p>
<b>Initiative</b>	<b>Establishment of an internal safety program that manages regulatory risk and responsibilities effectively and efficiently</b>
	<p><b>NHVR Safety Program</b></p> <p>In 2016-17 the Board endorsed the commencement of the National Regulatory Safety Program. This aims to integrate the existing disparate jurisdictional services in order to reduce the regulatory burden, to focus and standardise intervention activities and to minimise industry confusion.</p>

### Objective 4.3 Strong stakeholder and partner relationships facilitate achievement of improved regulatory outcomes

Initiative Regular and targeted engagement with industry to encourage greater acceptance of its obligations to develop and maintain high standards of safety and compliance



#### Stakeholder Engagement Strategy

Tailored stakeholder engagement strategies were developed and implemented for each jurisdiction in recognition of the different needs of industry in different parts of Australia. These strategies are continually evaluated to ensure objectives have been met and that our engagement approach remains responsive to industry needs.

#### Stakeholder Survey

Market research undertaken in 2016–17 specifically sought the views of industry stakeholders on what we do and the level of awareness about our work and achievements, as well as opportunities for input.

Compared to the 2015 survey results, industry now has a greater awareness of our role, perceive that we are keeping them better informed about responsibilities under the HVNL, and more agree that the NHVR is a standing authority on safety and productivity.

#### Website review

In April 2017 we conducted an audit of our website to develop a framework for a more modern, visually engaging and mobile responsive design.

The review was conducted in response to poor mobile phone functionality and requirements for clearer access to information, identified in the stakeholder survey.

The primary focus is to provide improved mobile phone functionality and responsiveness concentrating on redesigning the main pages (home page, main navigation, search, contact us). The project was not a wholesale redesign of the website.

The project will be implemented in 2017–18.

#### Strengthened relationships with industry associations

Ongoing meetings of the Industry Operator Groups (IOGs) and the Industry Reference Forum (IRF) scheduled prior to Ministerial Council and TISOC meetings, have been a continued mechanism of engaging and providing collaborative opportunities for us with stakeholders and industry. Industry association representatives are a valuable source of feedback for us.





### National Operational Strategy and Policy Advisory Group (NOSPAG)

In 2016–17 four NOSPAG forums were held. Discussions at these meetings and additional out of session consultation and endorsement requests contributed to successful outcomes linked to Council commitments. The NOSPAG progressed agreement on road manager response times and period permit duration guidelines.

#### Targeted local government engagement

Throughout 2016–17, we met with local government councillors and technical staff across Australia to discuss the functionality of the NHVR Portal – Road Manager Module. During December 2016, presentations were made to Mayors, CEOs and technical staff from Central Highlands, Isaac, Banana Shire, Woorabinda, Gladstone, Rockhampton and Livingstone councils in Queensland via the last Regional Roads and Transport Group meetings for the year.

Other targeted engagement activities and products delivered to local government in 2016–17 include:

- Local government information packs on changes to CoR, pre-approval processes and the National Harmonisation Program.
- Local government handbook with details on local government role in access decisions, classes of vehicle PBS Scheme and our key contacts.
- PBS demonstration days across Queensland and New South Wales to assist road managers participating in the PBS network for level 1 or 2A vehicles.
- Engagement at technical, senior council officer and councillor levels.
- Quarterly accountable internal reporting mechanisms on targeted engagement.
- Capacity to provide councils with detailed individual reports on their performance when dealing with access applications.
- State plans for communication and engagement.
- Local Government Updates reviewed.

Overall in 2016–17, there has been an improvement in local government consent turnaround times and local government understanding of the HVNL.

#### Memoranda of Agreement with local government associations

The LGAQ Memorandum of Agreement (MoA) established in 2015–16 continued to result in great outcomes for local government in Queensland, including dedicated road manager workshops delivered by the LGAQ Heavy Vehicle Access Liaison Officer and the highest level of council sign up to the National SPV1 notice of any jurisdiction.

In May 2017, the Regulator signed a MoA agreement with the Local Government Association of South Australia to improve productivity and safety across the state's heavy vehicle industry. The agreement included an action plan to deliver specific outcomes for the heavy vehicle industry and includes information sessions, Road Manager Module training, assistance for local road managers during the transition of Class 1 and Class 3 permit applications and further route assessment training. A closer working relationship with the Local Government Association of South Australia and the 68 member councils across the state will improve the permit system and information available at the local level and ensure the heavy vehicle industry is meeting expectations.

Victoria and New South Wales are yet to sign a MoA; however we continued to work closely with the states to gain the benefits of a working MoA with local governments, with a focus on bringing industry to the table with local government decision makers to discuss access pinch points.

#### Road manager preparedness for the NHVR Portal – Road Manager Module

In anticipation of the release of the Road Manager Module of the NHVR Portal, the Regulator undertook a series of awareness and change readiness activities to increase user acceptance. Over 400 road manager representatives attended the 13 sessions held across the country, learning about the features of the portal, representing a total of 197 local governments and five state agencies. This was supported with online webinars, You Tube videos and help centre tools in the NHVR Portal.

#### Blacktown heavy vehicle access forum

A total of 50 New South Wales councils were represented at the second NHVR Local Government Heavy Vehicle Access Forum jointly hosted with Blacktown City Council and Local Government NSW in December 2016. The objective of the forum was for each council to identify priority access actions to improve the productivity and safety of their freight task and provided an opportunity to outline the access role local government plays in the freight task under the HVNL.

#### Toowoomba heavy vehicle demo day

In November 2016, the Regulator partnered with the Australian Local Government Association (ALGA) to hold a heavy vehicle demonstration as part of the National Local Roads and Transport Congress in Toowoomba. The event was attended by around 70 local government and industry representatives from across Australia with a diverse range of the modern, safer high-productivity vehicles administered under the PBS program showcased, as well as one of the Defence Department's new-generation vehicles.

**Initiative****Continue to build effective and constructive relationships with heavy vehicle regulatory agencies****Organisational Change Management Centre of Excellence**

The Organisational Change Management (OCM) Strategy was finalised with our Centre of Excellence fully operational and in high demand. Specific change management strategies for each project have been developed and are underway. Sound relationships across the project portfolio are being enhanced by change management actions and associated business and industry involvement is being increased through OCM activities.

**National Compliance and Enforcement Operations Forum and Working Group and the Operational Support Network**

The National Compliance and Enforcement Operations Forum (NCEOF) which comprises the heads of compliance and enforcement departments from road transport authorities and police agencies across the country, met in November 2016. The NCEOF provides a national forum for reviewing regulatory compliance performance and driving regulatory and operational reforms, consistent with the intent and objectives of the HVNL.

A workshop of the National Compliance and Enforcement Operations Working Group was conducted in July 2017, where key national operational matters discussed included HVNL Amendment Package 5 and 6, HVNL CoR amendments, NHVR intelligence capability, NST and the NCIS Project.

**Initiative****Shape safety, productivity and sustainability outcomes through strong and influential advocacy****Proactive safety-related media statements**

In 2016–17, we issued 60 media statements, including joint statements with industry and government partners. Over half (58 per cent) of these media statements related to safety to assist industry to understand the latest information and regulatory change.

**Influential advocacy with jurisdictions**

The National Harmonisation Program has engaged with industry associations on the development of the four priority notices. For the agricultural notice, we presented at the Grain Growers National Policy Group meeting as well as delivering several briefings to the National Farmers Federation, AgForce Queensland and the federal Department of Agriculture and Water Resources. The NHVR has also held meetings with the Australian Trucking Association (ATA) to discuss the development of the B-double, road train and HML notices.

In 2016–17, we successfully advocated for the Safety and Compliance Regulatory Platform Program, resulting in \$15 million support for this initiative from the Commonwealth, in addition to our annual budget.

Following their meeting in November 2016, ministers requested further options be considered for the National Heavy Vehicle Registration Scheme. We worked closely with jurisdictions and Austroads to develop a business case and a model for the Registration Data Acquisition Project. We will facilitate visibility of national registration data for the nation.



## Objective 4.4 We are an efficient and effective organisation that delivers its regulatory obligations

Initiative Maintain appropriate corporate governance arrangements to deliver open, transparent and accountable decision making



### Streamlined business services processes

Throughout 2016–17 a series of initiatives were conducted to improve our business services processes. These included:

- automated invoice approvals
- establishment of a Standing Offer Arrangement for procurement of human capital
- enhancing intranet pages with more self-service functionality
- review and enhancement of approximately 80 per cent of business services policies (revised the procurement, human resources and workplace health and safety frameworks)
- annual refresher training.

### Business continuity management

In 2016–17, our Business Continuity Plan (BCP) was finalised. As well as a series of testing scenarios undertaken, we experienced a real event necessitating our Brisbane premises to be evacuated for five days and the BCP to be invoked. The transition to the BCP arrangements was successful with essential services up and running within the designated operational targets.

### Records Management program

In 2016–17 the electronic document and records management system (EDRMS) organisational rollout was completed with transition to business as usual activities initiated. The new system and governance improves the completeness of records that contributes to decision making processes and corporate knowledge. As an outcome of this initiative, we have achieved greater compliance with the *Public Records Act* and underpinning Information Standards.

### Portfolio management and Centres of Excellence

Further work was undertaken in 2016–17 to develop products and services for use by Portfolio Services and the Centres of Excellence, established in 2015–16, to drive a consistent organisational approach to project and program management, change, procurement, business analysis and data analytics disciplines.

The portfolio of strategic projects is supported by the P3 Centre of Excellence which acts as our corporate program management office. The P3 Centre of Excellence supports all projects with the discipline of project and program management. It has successfully implemented a new project reporting regime, a detailed project management methodology and an overarching project management policy and governance model which classifies projects according to size, risk and resource requirements.

The P3 Centre of Excellence has made significant achievements with the definition and implementation of a benefits management framework, milestone and dependency map; new project management support tools and templates and a one stop shop approach for all project support services.

An internal audit was undertaken in 2016–17 resulting in further enhancements to the framework to ensure sound project delivery capability.

### Establishment of Boards for all strategic projects

In accordance with the newly developed Project Management Policy, a Governance Operating Model was established in 2016–17. This model established a Portfolio Steering Committee chaired by the CEO with designated executive sponsors chairing project boards for all strategic projects. These project boards are responsible for the daily oversight of approved projects with emphasis on risk and issue mitigation, financial management and oversight of the project and support of project staff as they deliver the required outcomes for the NHVR. In 2016–17, the following project boards were established and accredited with delivery of the following outcomes:

- AccessCONNECT for the delivery of the Customer Portal.
- EDRMS for the delivery of an enterprise wide document and records management solution.
- NST for the transition of services from South Australia back to the Regulator.
- Registration Data Acquisition for the scoping and facilitation of key relationships for the acquisition of registration data from state and territory jurisdictions and Austroads.
- EWD for the oversight and management of Transport Certification Australia and NHVR interactions.
- NCIS for the scoping and acquisition of camera-related data and establishment of a Proof of Concept for the acquisition of compliance data sets.

The Portfolio Steering Committee also has project board oversight for the planning and delivery of the Safety and Compliance Regulatory Platform Program which was approved as a program in June 2017.

### Delegations

Delegation of regulatory powers is managed through instruments of delegation. These instruments are developed in conjunction with agencies receiving delegated powers and registered as statutory instruments.

In 2016–17 we continued the transition of delegation instruments from standing sub-delegation processes to a more efficient direct delegation process. This allows road authorities to directly manage their own delegations where practicable and removes an administrative burden from us. This is a process in evolution, and will require more adaption as more delegated functions are returned to us.

### Maintenance and publication of fees and penalty schedules

During 2016–17, schedules for fees and penalties required to be published under the HVNL were successfully prepared and maintained. Schedules required adjustment for CPI and as a result of new fees and penalties arising from legislative amendments. This process required coordination with road authorities and other agencies, to allow for their own administrative requirements.

### Development of information and privacy management

During 2016–17, we liaised with privacy specialists to develop and mature our privacy and information management capabilities. Engagement with multiple stakeholders including Queensland and Victorian privacy and information commissioners, laid the groundwork for a privacy implementation roadmap.

### Statutory instrument (Gazette notice) management

As demand shifts from maintaining the current library of legacy instruments to producing harmonised, reformed or new authorities, processes for producing Gazetted notices have evolved. Improvements undertaken in 2016–17 included:

- More consistent and comprehensive consultation processes and materials for stakeholders including formal information material and improved automated systems for seeking and recording stakeholder consent.
- Introduction of extended stakeholder engagement periods that exceed minimum statutory requirements. For example, statutory minimum 14 and 28 day consultation periods have been supplemented by six week engagement processes.
- Establishment of the Heavy Vehicle Gazetted Notice Panel as a forum for the Regulator, and state road authorities to better coordinate Gazette notice production. This supports the NHVR notice harmonisation agenda, and has generated a program of consolidated notices that replaces piece by piece review and renewal of existing instruments.
- More robust and formal Gazette notice approval processes with formal briefing notes for delegated decision makers and signatories.
- Amended process for business as usual network maintenance in response to legislation requirements.
- In response to the 2016 New South Wales floods, a formal process for network closure was developed and implemented.

### Internal reviews

The HVNL provides a legislative process for dissatisfied persons to apply for review of a decision affecting them. Information about the process is available on the NVHR website. In 2016–17 we received 227 applications for internal review and one request for reasons.

### Ministerial Council reporting process

During 2016–17, we improved our internal processes for preparing and lodging TISOC and Council papers to ensure papers are clear and concise and provided to the Commonwealth Secretariat in the required timeframes. Key improvements included:

- new paper drafting guidelines to ensure Council members are provided with the relevant information they need to make informed decisions
- development of a TISOC and Council procedural document to ensure all NHVR business units are aware of their requirements
- a new TISOC and Council intranet page to ensure all business units have access to the Council and TISOC timeframes, commitments and the Council communique.

'As a first time attendee, I found the forum extremely informative and interesting. All people who spoke had the industry in mind and it was not clouded in bulls\*\*t.'

**Cr Eric Noakes**  
Walcha Shire Mayor



**Initiative** Attract and retain appropriately skilled staff and optimise their capability and performance in meeting NHVR obligations



**Enterprise Agreement**

In 2016-17, the core Enterprise Agreement process was successfully completed. The NHVR Enterprise Agreement 2017-2020 covers the bulk of our employees and was voted on by 79 per cent of employees and secured approval of 96 per cent of votes. The agreement includes a new entitlement allowing up to 10 days leave per year of paid leave, as well as other combinations of unpaid and paid leave, to manage the impacts of domestic and family violence.

Work was also undertaken to prepare a new Greenfields Enterprise Agreement covering operational staff with the process expected to be finalised early 2017-18.

**Workforce redesign**

A significant amount of work has been undertaken to identify skills and capability the organisation will require as new services such as on-road heavy vehicle compliance becomes part of our core responsibilities and focus. This included the development of new on-road enforcement and investigation roles. Also technical positions were identified to help support our increasing customer service activities. Throughout the year there has been extensive recruitment and commencement activities in four separate jurisdictions.

**Initiative** Develop long term funding strategy post 2018-19 to ensure financial viability



**Budget and funding strategy**

Under the heavy vehicle charging methodology adopted by ministers, the 2016-17 financial year was the first year that our funding came via the jurisdictions, directly from industry.

Since 1 July 2016, jurisdictions have progressively started displaying the regulatory component as a separate line item to the road component on industry's annual registration fees.

In August 2016, Council endorsed our preparing a Regulatory Impact Statement to assess the potential for full direct cost recovery of five services:

- Access permits
- NHVAS enrolment
- PBS applications
- Vehicle Standards exemption applications
- Vehicle Standards modification applications.

Jurisdictions have been working closely with us to ensure NHVR sustainability in the move towards a national service partnership model.

**Cost Recovery Study Project (CRSP)**

The second iteration of the CRSP was undertaken by consultants, PwC in order to provide transparency and better analysis of how jurisdictions are incurring costs in relation to services they provide on our behalf.

# Performance against National Performance Measures

<b>Measure 1</b>	<b>The NHVR facilitates the efficient operation of regulated entities</b>
Performance standard	Increased proportion of the total network accessible by a broader range of heavy vehicles (including HPVs) as of right or under notice arrangements
✓✓✓	<p><b>We have substantially increased the total network to be accessed by a broader range of heavy vehicles as of right or under notice arrangements</b></p> <p>In 2016-17, we continued to work with road managers on pre-approving certain heavy vehicle classes under similar conditions to access their networks. A further 43,559kms were unlocked with the 184 pre-approvals put in place across 127 councils. This represents a 281 per cent increase of kilometres of roads unlocked from the previous year.</p>
Performance standard	Decreasing proportion of operators required to apply for access permits
✓✓	<p><b>We have experienced a downturn in the percentage increase of access permit applications</b></p> <p>In 2016-17, we received a total of 23,335 applications for access permits, representing only a 2.24 per cent increase from permit applications received in 2015-16. In 2015-16, 22,824 applications were received, representing a 54.22 per cent increase from 2014-15. Furthermore, jurisdictional access permit data reflects a 16.13 per cent decline in permits granted from the previous year. This is largely attributed to the work undertaken with road managers to increase Gazetted routes.</p>
Performance standard	Improvements in turnaround time for permits
✓✓✓	<p><b>We have made improvements both internally and with road managers in turnaround timeframes for access permit assessment and issuance.</b></p> <p>We continue to closely monitor access permit turnaround times and adjust in order to provide an enhanced service. 2016-17 statistics identified that:</p> <ul style="list-style-type: none"> <li>• Local road manager consent turnaround times are continuing to trend downwards with a reduction of approximately one day (average 8.14 days) in comparison to 2015-16.</li> <li>• State road manager consent turnaround times have remained consistent (average 8.91 days).</li> <li>• The number of permits approved within 28 days of application has improved, ranging from 21 per cent in January 2017 to 33 per cent in June 2017.</li> </ul>
Performance standard	Regulatory service delivery targets are met and published on the NHVR website
✓✓✓	<p><b>Our regulatory service delivery targets are published within our quarterly performance snapshots</b></p> <p>We published four Quarterly Snapshot reports, providing data on our operational and customer service including PBS, access, NHVAS, call centre services and website usage.</p>

'Thank you for the NHVR participation at the Griffith Access Forum yesterday. It presented a wonderful opportunity forward to lay the freight task on the table and realise the potential growth looking into the future. This is an incredible area, producing more than most people actually realise!'

**Fi Baxter**  
**Kelvin Baxter**  
 Charters Towers Regional Council Mayor

Performance standard	Stakeholder feedback is positive overall
	<p><b>Our client survey identified overall positive feedback</b></p> <p>Market research undertaken in 2016–17 specifically sought the views from industry stakeholders on the NHVR. Highlights include:</p> <ul style="list-style-type: none"> <li>• Eight in ten clients (81 per cent) are satisfied with their dealings with us over the past 12 months, compared to 69 per cent in 2015.</li> <li>• The perceived image of the NHVR, particularly among current clients – 80 per cent of clients rate their impressions of the NHVR as positive, which is an increase over the result in 2015 (65 per cent).</li> <li>• Our presence is growing, with an increasing awareness amongst the industry that the NHVR is the managing authority for the HVNL (74 per cent 2017, 68 per cent 2015), as well as a rising awareness of our responsibility for heavy vehicle safety across Australia (62 per cent in 2017, 56 per cent in 2015).</li> <li>• awareness has increased in the broader road transport group of our role in regard to safety for heavy vehicles across Australia (64 per cent in 2017 and 52 per cent in 2015).</li> <li>• 67 per cent of the engagement group representatives held a positive impression of the NHVR, compared with 50 per cent expressing this view in 2015.</li> <li>• The majority of our clients agree the NHVR is a good authority on productivity (69 per cent 2017 and 50 per cent in 2015).</li> <li>• One in two clients made suggestions on how we might improve (with the top three suggestions related to process improvements such as better communication and timeliness).</li> <li>• Overall satisfaction levels were found to be consistent across both smaller and larger clients groups, as well as among those who operate in regional or urban areas. There are also comparable satisfaction levels among clients who are members of an association as compared to those who are not.</li> </ul> <p>In 2016–17 customer complaints declined. The types of complaints received focused on access permit turnaround times, written work diaries, NHVAS and technical issues with the website or Journey Planner.</p>
<b>Measure 2</b>	<b>Communication with the heavy vehicle industry is clear, targeted and effective</b>
Performance standard	Comply with the government accessibility guidelines
	<p><b>Our published documents comply with government accessibility guidelines</b></p> <p>We consistently complied with government accessibility guidelines to ensure that:</p> <ul style="list-style-type: none"> <li>• all corporate and industry documents were published on our website in a compliant format</li> <li>• performance results and achievements were accurately published in the NHVR Quarterly Snapshots and the Annual Report.</li> <li>• the latest information and activities were published in the fortnightly industry newsletter, <i>On the Road</i>.</li> </ul>
Performance standard	Legislation, regulations, policies, manuals, guidance material available on NHVR website
	<p><b>Legislation, regulations and guidance material is published and easily accessible on our website</b></p> <p>Our website was successfully managed to support clear regulatory guidance for the industry and other key stakeholders. This has included:</p> <ul style="list-style-type: none"> <li>• the timely introduction and publication of new Industry Guidelines for Codes of Practice</li> <li>• information on up-coming CoR laws</li> <li>• transition for brake testing procedures in New South Wales</li> <li>• transition of Class 3 permits in South Australia and the ACT</li> <li>• changes to VSB6 (to be implemented from 1 September 2017)</li> <li>• CoR material</li> <li>• Guidelines for ICoP.</li> </ul> <p>This success is demonstrated by the significantly improved customer survey results.</p>
Performance standard	Performance results are published
	<p><b>Our performance results are published in accordance with our legislative responsibilities</b></p> <p>We have satisfied our annual obligation under the HVNL to report our performance through the development and provision of an annual report to responsible Ministers by 30 September in each year of operation.</p> <p>Additionally, throughout the year, we published four Quarterly Snapshot reports, providing performance data on the NHVR's operational and customer service areas; including PBS, Access, NHVAS, call centre services and website usage.</p>

Performance standard	Stakeholder feedback mechanisms maintained through the use of industry forums, public consultation processes and clear complaints management processes
✓✓✓	<p><b>We have maintained and strengthened our stakeholder feedback mechanisms and used them to enhance our processes</b></p> <p>Throughout 2016–17 the following stakeholder mechanisms were used:</p> <ul style="list-style-type: none"> <li>• Forum presentation feedback forms requested to be completed at the end of each NHVR-led presentation and forum.</li> <li>• IOGs, the IRF and NOSPAG meetings were successfully delivered throughout the year resulting in well socialised ministerial papers were lodged successfully in a timely manner.</li> <li>• Industry and road manager engagement in user testing of the NHVR Portal’s Customer and Road Manager Modules.</li> </ul> <p>In 2016–17 we refined our Customer Complaints Policy, Work Procedure and tools. Training delivered by the Queensland Ombudsman was also delivered to front line staff.</p>
Performance standard	Stakeholder feedback is positive overall
✓✓✓	<p><b>Our client survey identified overall positive feedback</b></p> <p>As previously outlined, market research undertaken in 2016–17 with industry stakeholders identified an increased level of satisfaction with the Regulator and its services and products.</p>
Performance standard	Education and promotion activities are informed by an evidence-based process
✓✓✓	<p><b>Our education and promotion activities are informed by evidence-based processes</b></p> <p>We regularly consulted the heavy vehicle industry through a strategic engagement program, including the IRF and four IOGs to ascertain priorities. We participated in industry events and in grass roots discussion with front-line operators and drivers at events, roadside toolbox talks and at forums.</p> <p>We also conduct regular surveys and analysis, including the biennial stakeholder survey and surveys conducted by independent bodies, including Monash University (for CoR) and the RACQ (for road safety campaigns).</p> <p>Website and social media analytics are also monitored and reported to highlight topics and materials that are important to operators and drivers.</p> <p>Call centre trend data is also used to inform new content requirements and reduce traffic and better educate clients.</p>
<b>Measure 3</b> Actions undertaken by the NHVR are proportionate to the regulatory risk being managed	
Performance standard	Actions are aligned with the National Heavy Vehicle Safety Strategy
✓✓✓	<p><b>With our National Heavy Vehicle Safety Strategy in place, we commenced aligning our actions against it</b></p> <p>The National Heavy Vehicle Safety Strategy was launched in August 2016, with an action plan developed which identified priority actions for 2016–17. Outcomes delivered against the plan include:</p> <ul style="list-style-type: none"> <li>• regulatory needs analysis undertaken</li> <li>• National Regulatory safety program developed</li> <li>• continued work on the EWD Project</li> <li>• commenced design of the Industry Safety Culture Survey</li> <li>• continued work on the Roadworthiness Program</li> <li>• commenced development of a safety risk management framework</li> <li>• reviewed existing accreditation standards (NHVAS) associated with heavy vehicles.</li> </ul>
Performance standard	NHVR has a risk management framework in place supported by Safety Program structures
✓✓✓	<p><b>Our risk management framework and Safety Program is aligned</b></p> <p>The NHVR corporate risk management framework is operational and is utilised for our significant initiatives including EWD, Roadworthiness and NCIS.</p> <p>The Safety Program and associated safety data analysis and assurance framework under development is premised on our corporate risk management framework and will be supported by the Regulatory Safety and Compliance Regulatory Platform.</p>
Performance standard	Stakeholder feedback is positive overall
✓✓✓	<p><b>Our client survey identified overall positive feedback</b></p> <p>As previously outlined, market research undertaken in 2016–17 with industry stakeholders identified an increased level of satisfaction with us as the national Regulator and our services and products.</p>

<b>Measure 4</b>	<b>Compliance and monitoring approaches are streamlined and coordinated</b>
Performance standard	Monitoring and inspection approaches are risk-based and where possible, consider the circumstances and operational needs of industry
✓✓	<p><b>We are working towards enhancing national consistency and a risk-based approach in our compliance and enforcement process</b></p> <p>With our National Compliance and Assurance Strategy released in August 2016, work commenced in 2016–17 on the Safety and Assurance Framework. This framework, as part of the NHVR Safety Program, integrates other compliance and enforcement related programs and activities across the organisation including NCIS, the Roadworthiness Program, EWD, the review of the NHVAS, along with CoR and Industry Codes of Practice. Work packages defined within the framework, to be undertaken in 2017–18, will further enhance national consistency and a risk-based approach to our compliance and enforcement function.</p>
Performance standard	NHVR’s compliance and enforcement policies are publicly available where appropriate
✓✓✓	<p><b>Our compliance and enforcement policies are published and easily accessible on our website</b></p> <p>All publicly available policies and materials relating to our compliance and enforcement function by way of Compliance Bulletins, are published on our website to provide clear regulatory guidance to the industry and other key stakeholders. Bulletins include:</p> <ul style="list-style-type: none"> <li>• restricted access vehicles</li> <li>• heavy vehicle mass assessment</li> <li>• heavy vehicle dimension assessment</li> <li>• heavy vehicle defects</li> <li>• carriage and presentation of documents</li> <li>• NHVAS</li> <li>• heavy vehicle driver fatigue requirements.</li> </ul>
<b>Measure 5</b>	<b>The NHVR is open and transparent in its dealings with regulated entities</b>
Performance standard	Published documents comply with government accessibility guidelines
✓✓✓	<p><b>Our published documents comply with government accessibility guidelines</b></p> <p>We consistently complied with government accessibility guidelines to ensure that:</p> <ul style="list-style-type: none"> <li>• all corporate and industry documents were published on the NHVR website in a compliant format</li> <li>• performance results and achievements were accurately published in the NHVR Quarterly Snapshots and the Annual Report</li> <li>• the latest information and activities were published in the fortnightly industry newsletter <i>On the Road</i>.</li> </ul>
Performance standard	Law, regulations, policies, manuals, guidance material are available on the NHVR website
✓✓✓	<p><b>Law, regulations and guidance material is published and easily accessible on our website</b></p> <p>As noted under measure 2 above, we successfully managed to provide clear regulatory guidance to the industry and other key stakeholders.</p>
Performance standard	Stakeholder feedback mechanisms are maintained through the use of industry forums, public consultation processes and clear complaints processes
✓✓✓	<p><b>We have maintained and strengthened our stakeholder feedback mechanisms and used them to enhance our processes</b></p> <p>AS noted under measure 2 above, throughout 2016–17, we used a range of stakeholder mechanisms.</p>
Performance standard	Performance results are published
✓✓✓	<p><b>Our performance results are published in accordance with our legislative responsibilities</b></p> <p>As noted under measure 2, we have satisfied this performance measure through annual reporting and other mechanisms.</p>

<b>Measure 6</b>	<b>The NHVR actively contributes to the continuous improvement of the heavy vehicle regulatory framework</b>
<b>Performance standard</b>	<b>Initiatives are put in place to improve the heavy vehicle regulatory framework</b>
✓✓✓	<p><b>We contributed to an improved regulatory framework through the successful implementation of initiatives</b></p> <p>Specific initiatives where we have contributed towards improving the heavy vehicle regulatory framework are:</p> <ul style="list-style-type: none"> <li>• the Vehicle Standards Business Improvement Project, focusing on the development of notices and regulation to replace the need for exemption permits and delivering a 47 per cent reduction in the number of permits issued</li> <li>• guidance material, jurisdictional readiness assurance and operational preparedness for Amendment Package 5 (AP5) and preparation undertaken for Amendment Package 6 (AP6)</li> <li>• NCIS Project</li> <li>• design and display of the Accreditation AVM checker</li> <li>• publication of guidelines for development of ICoP</li> <li>• funding agreements for successful applicants for the HVSI</li> <li>• transformation of EWD</li> <li>• training and education of industry and compliance partners in preparation for substantial changes to the HVNL in 2018.</li> </ul>
<b>Performance standard</b>	<b>Stakeholder feedback mechanisms are maintained through the use of industry forums, formal public consultation processes and clear complaints processes</b>
✓✓✓	<p><b>We maintained and strengthened stakeholder feedback mechanisms</b></p> <p>Throughout 2016-17, the following stakeholder forums were maintained:</p> <ul style="list-style-type: none"> <li>• IOGs, the IRF and NOSPAG meetings.</li> <li>• Industry and jurisdictional consultation on NHVR's TISOC and Council papers was undertaken resulting in successfully lodged papers.</li> </ul> <p>Our formal complaints management policy, outlining our obligations regarding managing complaints and feedback, was effectively and consistently applied.</p>
<b>Performance standard</b>	<b>NHVR actively engages with industry and jurisdictional partners</b>
✓✓✓	<p><b>We have actively engaged with industry and our jurisdictional partners</b></p> <p>We met regularly with industry representatives, jurisdictional partners and ministerial offices throughout this financial year.</p> <p>Our performance in intergovernmental engagement was clearly enhanced in 2016-17, with the establishment of an intergovernmental relations team, providing us with a vital strategic presence in Canberra. This has greatly strengthened our ability to consult with jurisdictions and other key stakeholders, with an extensive list of presentations to 47 separate events in 2016-17.</p> <p>This increased engagement has supported the delivery of the National Heavy Vehicle Registration business case, funding for the NCIS, HVSI and other important projects and initiatives.</p> <p>In addition, we managed the HVSI process, including the development of guidelines for submission assessment, Ministerial Council endorsement, grantee liaison, and agreement development and produced high-level submissions to large scale Commonwealth inquiries.</p>

'The portal has sped up all aspects in the way of route requests for us. We put in over 350 route requests in the system, the communicational emails back with what stage the request is at along with the quick turnaround time is great. Our time spent has reduced dramatically thanks to the portal.'

**Damien Sultana**  
Long Haul Logistics

'I just wanted to send you a brief note to thank you for your contribution to the IPWEA Australasian Fleet Conference. As our inaugural fleet conference, it was important that we made a good first impression and delivered a program that met the delegates needs'

Robert Wilson  
IPWEA



#### Performance standard

#### NHVR's operational experience informs the regulatory review and amendment processes



#### Our operational experience has allowed us to provide specific and practical input into the review and amendment processes

By being able to draw on the substantial depth and breadth of in-house experience and that of stakeholders, we have provided specific, practical feedback during the process of legislative development and maintenance. We have staff with experience in most jurisdictions and in most of the different roles in road transport regulation, investigation and prosecution.

Specific amendments that we proposed to be incorporated in pending HVNL amendments include:

- allowing an authorised officer to examine a container weight declaration in electronic form
- insertion of new classes of authorised officers
- correcting an error in the wattage requirements for LED warning lights
- allowing removable load restraint equipment to be included in the width allowance for a heavy vehicle
- clarifying the scope of the definition of 'special purpose vehicle'
- requiring flags to be attached to the front and rear of each projecting side of the load
- provide that a contravention of a dimension requirement that relates to a vehicle's ground clearance is a minor risk breach
- reducing red tape for vehicle operators who voluntarily fit their vehicles with ADRs compliant conspicuity markings.

Proposals that we made in the NTC's Investigative and Enforcement Powers Review, which were approved by the Ministerial Council include:

- an authorised officer has power to require the production of documents in readable electronic form
- an authorised officer's power to require information about heavy vehicles is extended to cover information about past journeys
- authorised officer may require a driver to produce his or her driver's licence where another law requires that it be carried
- non-police authorised officers, who have police permission, may enter and search a heavy vehicle where a person has been killed or injured
- an authorised officer may order presentation of a heavy vehicle for inspection, if it is reasonably believed it has been used on a road within the last 60 days (not 30)
- certain authorised officers may order presentation of a fleet or class of vehicle for inspection where it is reasonably believed it is defective or non-compliant with HVNL
- a new evidentiary provision clarifying that evidence lawfully gathered using police powers is not inadmissible as evidence in the prosecution of an offence under the HVNL on the grounds that police powers were used to obtain that evidence rather than powers under the HVNL
- a new evidentiary provision clarifying that evidence lawfully gathered in one jurisdiction is not inadmissible as evidence in the prosecution in another jurisdiction, of an offence under the HVNL.

## 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 Law and Other Legislation Amendment Act 2016.*
- *Heavy Vehicle National Amendment Regulation 2017*

## 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 2012, 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 2017 will satisfy our obligation under s.693. The Council's endorsement of our 2017-2020 Corporate Plan in May 2017, satisfied s.695 of the HVNL.

No written directions or referrals were given or made to the Regulator in 2016-17.

## 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. The current Board was reappointed in October 2015 for another three-year period.

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 a 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 2016-17, the Board convened 18 times, with 11 formal Board meetings and seven out-of-session meetings.

With the exception of Mr Garske, who was unable to attend two meetings, all Board members attended all meetings.

## 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 four Board members with the CEO and Executive Director, Business Services as ex-officio members. The committee meets on a quarterly basis.

During 2016-17, 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 2016-17, 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 2017.

## Organisational changes

During the year there were a number of changes to the organisation's structure. The Engagement and Partnerships and Strategy teams merged to help improve NHVR's strategic direction through greater engagement with industry and jurisdiction stakeholders. We also established an office in Canberra to have greater engagement with federal departments. Also, Prosecutions and Investigation units were transferred to us from DPTI.



**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.

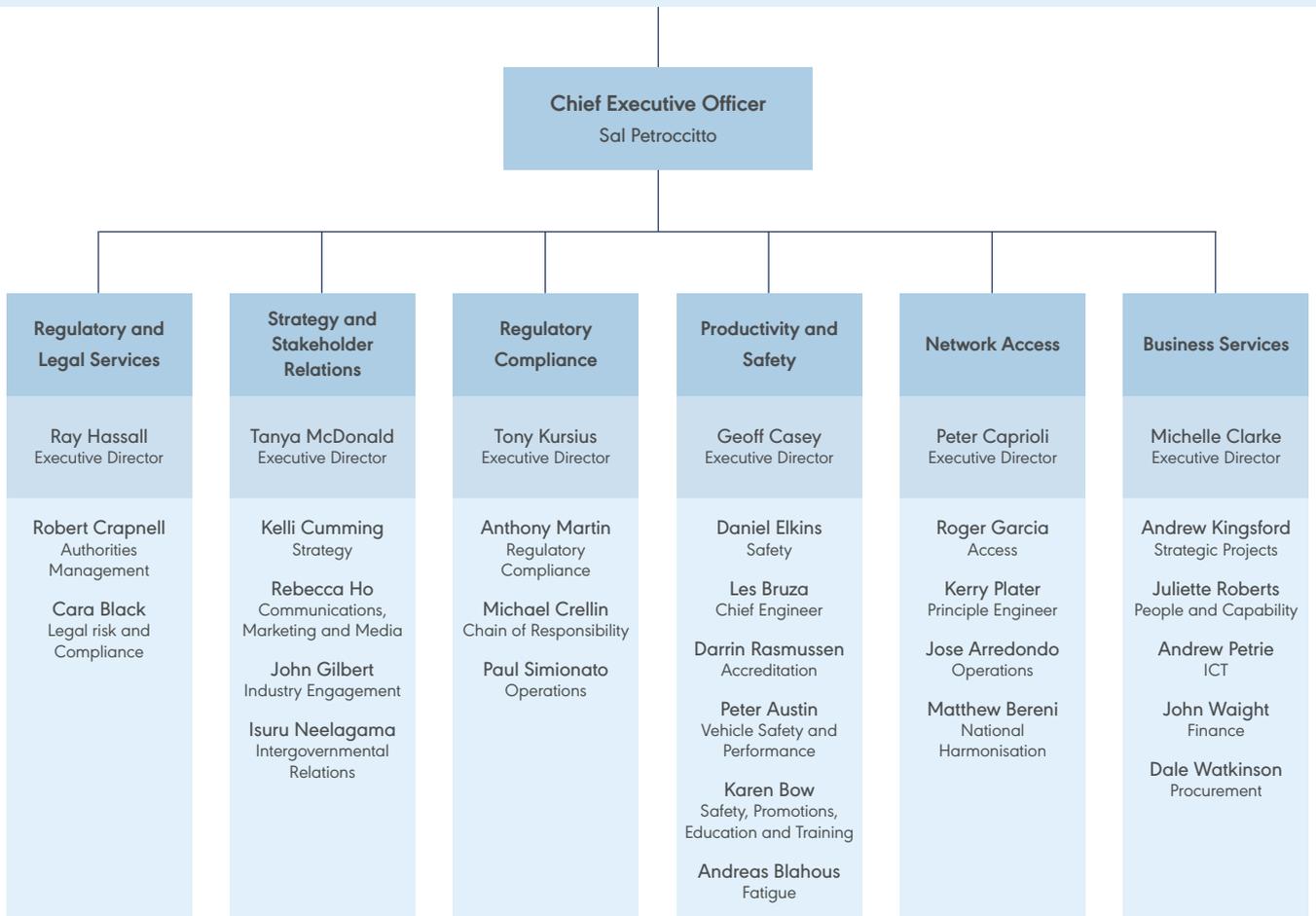


Figure 1: Organisational structure at 30 June 2017

## 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 (TMR) 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.



**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.



**Tanya McDonald**  
Executive Director, Strategy  
and Stakeholder Relations

Tanya McDonald leads the Strategy and Stakeholder Relations business unit that delivers strategic policy, oversees stakeholder and intergovernmental relations, communications, marketing and media for 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 building, education, infrastructure, industrial relations, resources, economic development and transport.



**Tony Kursius**  
Executive Director Regulatory and Compliance

Tony Kursius heads the Regulatory and 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 licencing), 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.



**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 Accreditation, Fatigue, Safety Promotion Training and Education, Vehicle Standards and PBS units also report through to him.

Geoff has an extensive background in regulatory policy, risk and safety management systems in safety critical industries including aviation and rail.



**Peter Caprioli**  
Executive Director Network Access

As Executive Director of the Network Access 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.



**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.

## 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*.

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, IT and compliance audits across the organisation. This audit function is undertaken under a three-year independent internal audit arrangement.

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 2016–17, four internal audits were undertaken to review the design and improve the effectiveness of the control environment. The audits were of the following functions:

- third party jurisdictional review
- portfolio services
- regulatory change management
- human resources.

In addition, two internal reviews were undertaken to verify completeness of actions generated from prior internal audits.

A total of 36 findings and 40 recommendations were handed down for management action from three of the four audit reports received by the Regulator in 2016–17, with the report for the human resource audit scheduled to be received early 2017–18.

Oversight of the audit plan and the progress of process improvement brought about through the implementation of the recommendations, is monitored regularly by the Executive Leadership Team and reported to the Finance and Audit Committee.

## Probity measures

### Public interest disclosure

Our 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

We are 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.

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

Our 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.

## Code of conduct

Everyone working for us must comply with our Code of Conduct. The code outlines our expectations for all employees, directors and contractors in relation to ethics, honesty, teamwork, efficiency, fairness, courtesy and integrity.

In 2016–17 our Code of Conduct was reviewed and enhanced to align with our organisational values. This was underpinned by mandatory staff awareness training of obligations under the Code, undertaken in December 2016.

## 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. No serious conflicts were reported in 2016–17 and no failure of prevention or mitigation controls were identified.

## Fraud control

The Governance Committee receives details of any non-compliance with corporate policies and reviews thresholds and appropriateness of all financial delegations annually. No serious breaches were reported in 2016–17.

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 2017, we had 184 fulltime equivalent employees, with a mix of permanent (enterprise agreement), temporary, contract and seconded staff.

Tables B.1 to B.3 at Appendix B details 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 2016–17 training program focused on:

- our ongoing commitment to governance and risk minimisation (staff induction and refresher training, fire, safety and evacuation, workplace health and safety, privacy, code of conduct, risk assessment, business continuity and complaints handling)
- developing and enhancing the skills of our current and future leaders (skills training identified through workforce and succession planning)
- ensuring our employees are adaptable and agile and can meet future requirements (change management, conflict resolution and performance management).

## Workplace agreement

During 2016–17, in partnership with our employees and representative unions, we developed and negotiated a new enterprise agreement. *The NHVR Enterprise Agreement 2017–2020* was subsequently approved and was effective as at 4 July 2017.

Towards the end of 2016–17 negotiations commenced on an additional enterprise agreement to cover our on-road operational staff. The final draft *NHVR Greenfields Agreement 2017–2020* was successfully negotiated.

# Workplace health and safety

## Workplace Health and Safety Committee

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

We are committed to ensuring WHS for all employees, contractors and visitors with the following initiatives achieved in 2016–17:

- we undertook a gap analysis to make sure that our health and safety systems and procedures meet our statutory obligations.

- we enhanced the existing WHS framework, which included documenting additional work procedures to minimise risk including WHS Operational Plan, WHS Policy Statement, WHS reporting and investigation, WHS responsibilities and accountabilities, injury management and rehabilitation and first aid procedures.
- re-establishing of the WHS Committee, including developing new Terms of Reference.
- we provided WHS refresher training for all employees and contractors.

## Wellness Committee

In 2016–17 our Wellness Committee supported and provided wellness-related activities and initiatives that improved the health and wellbeing of our staff.

Activities and initiatives undertaken during 2016–17 included:

- complimentary fruit provided each week in the staff rooms
- availability to private health insurance consultations
- flu vaccinations for all staff
- health and wellbeing topics and articles in the internal newsletter, *Behind The Wheel*.

# Stakeholder engagement

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

## Industry engagement

Significant industry engagement activities occurred throughout 2016–17. Highlights include:

- working with TMR in conducting an education session at the Gatton heavy vehicle rest area with more of these sessions planned with other jurisdictions in 2017–18.
- joining *Truckfest* which runs ‘show and shine shows’ around Australia to target the owner drivers of the industry.
- An NHVR display at the Brisbane Truck Show to engage with all of industry.
- presence at numerous industry conferences and forums to discuss the NHVR agenda with a wide section of industry.
- over 60 CoR information sessions were conducted, including webinars, capturing over 2000 attendees around Australia to inform industry of the changes to CoR coming in 2018.
- MoAs established with local government associations in South Australia and Queensland to deliver improved heavy vehicle access and road manager engagement outcomes.

## NHVR Industry Reference Forum

The NHVR IRF is our key industry advisory body. It 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, police and unions.

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. It has a direct link to our four industry operator groups.

In 2016–17, the IRF met four times, providing the opportunity for consultation and open communication supporting the progression of key items on our work program. We extended the IRF membership to the ANZPAA, the Australian Logistics Council, the Civil Contractors Federation and the Transport Workers Union.

## NHVR Industry Operator Groups

In 2016–17, we continued to engage with the four dedicated industry operator groups to focus on sector specific operational issues. The groups met twice in 2016–17, with membership comprised of operators and representatives of relevant industry associations. The groups are:

- the Agricultural Industry Operators Group
- the Crane Industry Operators Group (in partnership with the CICA and state associations)
- the Livestock Industry Operators Group (partnership with the Australian Livestock and Rural Transporters Association (ALRTA) and state associations)
- the OSOM 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. We are statutorily required to work closely with them in relation to determining which vehicles operate on their roads and the conditions under which they 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 2016–17, we have strengthened our partnership with state and territory road authorities so that we can work more effectively with local government and address their concerns. This has been assisted by our participation at meetings of state municipal associations and joint participation at council led strategic networks to address specific road access issues.

The NOSPAG and working groups formed around specific projects including the National Harmonisation Program, Registration Data Acquisition Project and NCIS have all benefited from the input and knowledge of jurisdictions in their capacity as road managers and policy makers.

## Local government

In 2016–17, we continued to have 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.

During the year, to increase the level of local government engagement, we undertook the following engagement initiatives:

- 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 and regional New South Wales.
- as part of the TMR Regional Roads Transport Groups, we conducted LGAQ meetings across 17 regions in Queensland to discuss road manager obligations, the benefits of pre-approvals and gazettes; and demonstrating the customer and road manager portals.
- we attended and presented at targeted key council events, including the ALGA annual conference and Regional Organisation of Councils (ROCs) meetings in Queensland and New South Wales.

- we brought industry and local government together to discuss access to local road networks in Dandenong, Brisbane, Mackay, Biloela, Rockhampton, Townsville, Blacktown, Forbes, Berrigan, Griffith and Grafton.
- we entered into a MoA with the Local Government Association of South Australia to provide additional resources to assist local governments to manage their role in the statutory heavy vehicle permitting process.
- we held high productivity/PBS heavy vehicle demonstration days in Bundaberg and as part of the Australian Local Government Roads Congress in Toowoomba. These demonstrations provide local road managers with a clearer understanding of the capability and rigorous standards applied to these vehicles, and encourage the extension of the current PBS approved network.

## Intergovernmental engagement

Our intergovernmental engagement was enhanced in 2016-17 with the establishment of an intergovernmental relations team and a presence in Canberra. This has facilitated the regular ongoing consultation with jurisdictions and peak associations regarding service delivery and improvement via the NOSPAG.

We are pleased that this has facilitated the endorsement of or contributed to funding for the NCIS, HVSI, the NHVR's budget, Corporate Plan and project initiatives, through TISOC, Council and other Ministerial decision making processes.

In addition, intergovernmental relations support included:

- management of the HVSI process, specifically the development of guidelines, stakeholder engagement, submission assessment, Council endorsement, grantee liaison and agreement development
- producing and updating ministerial briefings and an Incoming Minister information pack

- producing CEO and Director General briefing notes
- producing submissions in response to Commonwealth inquiries.

2016-17 highlights included:

- the NHVR has been represented at more than 100 meetings, forging and strengthening the NHVR's relationships with state, territory and Commonwealth representatives.
- the NHVR has attended more than 100 events, including numerous events held in Canberra thus ensuring the Regulator's presence is felt in the capital.
- management of the 2017-18 HVSI funding of approximately \$3.9 million by the Commonwealth. The HVSI will support more than a dozen projects delivered by industry, local governments, jurisdictions and the NHVR.
- successful advocacy on the National Harmonisation Program.
- successful advocacy for the Safety and Compliance Regulatory Platform Program, resulting in \$15 million support for this initiative, in addition to the NHVR's annual budget.

## 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.

### Judicial decisions

No applications for judicial review of administrative decisions made by the NHVR have been lodged in any jurisdiction.

### 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 recommendation may touch on matters within our responsibility.

Two coronial matters were referred to us in 2016-17. We appeared at a hearing in Toowoomba concerning vehicle maintenance and safety where a senior NHVR accreditation specialist gave evidence about the NHVR and its accreditation program. We appeared at a hearing in Brisbane concerning the on-road safety of a particular type of vehicle and the executive director of our access unit gave evidence at that hearing. We met with the Queensland coroner and established processes to more effectively respond to coronial notifications.

### Administrative oversight and accountability

No allegations of corrupt conduct were received in 2016-17.

### Complaints

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

During 2016-17 we received a total of 87 complaints with 87 resolved and closed. Major themes from complaints related to access permit turnaround times, work diaries, NHVAS and technical issues with the website or Journey Planner. In comparison to the previous financial year the number of complaints received has decreased by 13 per cent.

## 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>1</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.

Our Publication Scheme<sup>2</sup> makes available information specified within the RTI Act.

During 2016-17, one application was made under the RTi Act 2009. No applications were made under the IP Act 2009.

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

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

## Procurement

We use sound procurement practices 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 2016-17, we undertook the following initiatives in this area:

- Centralised management - our Procurement Centre of Excellence was established and is reaching levels of high performance.
- Strategic procurement and contracts management - procurement has been maximising value and administrative throughput whilst reducing commercial risk and will now have increased performance monitoring on a monthly basis.
- Increasing value for money - our national procurement approaches have identified savings per contractual engagement. These anticipated savings are quantified to approving officers prior to contractual execution or extension. This is being done while maintaining or improving service delivery.
- Governance and assurance - procurement processes continue to improve through engagement of independent probity audit and specialists at critical key checkpoints. Additionally, we have strengthened our contract management and procurement expertise, yielding enhancements to complex procurement management processes.
- Increased efficiency - standardisation of approval processes has clarified and increased the efficiency in sourcing and procurement requirements. An automated contract expiration notification initiative has been deployed.
- Education and awareness - the development of a training program was finalised and is scheduled to commence early in 2017-18 for all business units to achieve a better understanding of the procurement practice consistency in approach, and better outcomes.
- Baseline and maturation planning - performance monitoring and plans are in place and continuous improvement and team building initiatives are helping to strengthen our Customer Culture.

# 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*.

The records management program and EDRMS enables reliable, secure and efficient lifecycle management of digital records for business continuity and provides a platform for innovation, where knowledge sharing and other productivity efficiencies can be leveraged from the infrastructure over time.

Throughout 2016–17, in accordance with our Strategic and Operational Recordkeeping Implementation Plans, 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.

Our key achievements for 2016–17 were:

- the completion of the organisational-wide EDRMS deployment with usage monitoring indicating a steady growth of acceptance and use with over 220 active users and more than 30,000 records captured in the system.

- increased compliance levels, measured by results in the biennial recordkeeping survey of Queensland public authorities conducted by Queensland State Archives and a self-assessment against the Queensland State Archives Recordkeeping Maturity Model.
- greater staff awareness of obligations and increased recordkeeping capability across the organisation through basic and advanced training courses and improved access to policies, procedures, training guides and manuals via the intranet, resulting in increased compliance.

# Communication and media

## Media and communication

We seek to undertake effective engagement with our customers and stakeholders through various communication channels. We deliver our information and advice through mainstream media, our website, social media, newsletters, bulletins and various other communication channels. Our media and communication activities play an important role in developing our national profile and reaching a diverse audience.

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

In 2016–17, we issued 60 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 highlight key NHVR activities for industry. In 2016–17, we conducted a campaign to advise the heavy vehicle industry of the impact of conducting the NRBS on more than 7000 heavy vehicles. The NHVR also conducted advertising to assist industry in the transition to the NHVR Portal – Customer Module and the phase out of the hard copy application process. The total cost of these campaigns was \$5000.

## Sponsorship

We invest in sponsorship opportunities to support suitable events and initiatives that align with our organisational priorities, develop constructive partnerships with industry and government and assist industry to understand their obligations under the HVNL.

In 2016–17, we sponsored two initiatives both focused on safety around heavy vehicles. The first being the ATA Safety Truck which provides the opportunity to educate school children and the wider community about safety awareness around trucks and how to share the road safely. Secondly, the livestock industry's ALRTA Safety Award which will recognise

and reward rural transport operators who have identified HVNL related safety risks and implemented successful, innovative control measures.

## Customer service and information

Our website and social media channels continued to grow markedly in 2016–17. These channels are critical information platforms for industry to access information and to reach front line 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, 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 2016–17, our website averaged almost 75,000 unique visits each month, which is a 33.8 per cent increase in total visits over the year. Spikes in activity corresponded to our proactive media engagement, particularly aligning with the release of the NHVR Portal – Customer Module,

the conduct of the NRBS and advice and information during the aftermath of Tropical Cyclone Debbie in Queensland and New South Wales.

### 1300 MYNHVR

While the majority of interactions with us are through the website, our call centre plays an important role in providing assistance to customers and directions for customer enquiries. During 2016–17 the call centre received 53,322 calls, with an average handling time of 5:48 minutes. Currently more than two-thirds of calls are related to access permits and information about previously submitted permit applications.

### NHVR Facebook

In 2016–17, our Facebook page remained popular with industry professionals, operators and drivers as an important advice and information hub. Facebook likes grew to 5585, up from 4940 a year earlier.

### Twitter

In 2016–17, our Twitter account attracted 673 followers, up from 443 a 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 2016–17 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 2016–17 included the release of podcasts and videos to support the delivery of key programs such as CoR, ICoP; and vehicle standards.

We also continued to release our Quarterly Performance Snapshot

A key 2016–17 campaign focussed on forthcoming stronger CoR laws. This campaign was promoted on road, roadside, in trade and regional publications, booklets, flyers, posters and a dedicated web page. Other publications included the review of the *Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)*, *Corporate Plan (2017–2020)*, *Setting the Agenda 2016–2020* and *Local Government Information Pack 2016*. All publications are available on our website.

We distributed 30 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.

Our Industry Update was relaunched in January 2017 as *On the Road*, facilitating a more user-friendly distribution of information.

## Insurance and indemnities

In 2016–17, we held professional indemnity, travel, directors' and officers' liability, and a range of other appropriate corporate insurances.

Although no claims were made during 2016–17, the Brisbane office building experienced a week-long power outage, which is likely to lead to a claim being lodged in 2017–18.

'Enjoyed the industry presentation, as we need to remember they are the customer and we need to listen to their concerns.'

**Stephen Jewell**  
Wagga Wagga City Council



## 05 Financial statements

This part of the annual report provides the entirety of the Regulator's financial statements, audit opinion and explanatory notes for 2016-17.



# National Heavy Vehicle Regulator Financial Statements for year ended 30 June 2017

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## Financial Statements for year ended 30 June 2017

### Statement of Profit or Loss and Other Comprehensive Income for year ended 30 June 2017

	Note	2017	2016
		\$000	\$000
<b>Income from continuing operations</b>			
Regulatory income	2	148,869	135,000
Other contributions	3	3,852	6,985
Fee income	4	3,792	3,296
Other income	5	1,590	1,812
<b>Total income from continuing operations</b>		<b>158,103</b>	<b>147,093</b>
<b>Expenses from continuing operations</b>			
Employee and related expenses	6	23,180	17,535
Service agreement payments	7	103,174	93,792
Third party services	8	10,678	9,698
Operating leases		1,398	1,224
Depreciation and amortisation	9	2,306	2,458
Financing costs	10	383	1,682
Other expenses	11	3,752	2,219
<b>Total expenses from continuing operations</b>		<b>144,871</b>	<b>128,608</b>
<b>Operating surplus from continuing operations</b>		<b>13,232</b>	<b>18,485</b>
<b>Total surplus for the period</b>		<b>13,232</b>	<b>18,485</b>

### Statement of Financial position as at 30 June 2017

	Note	2017	2016
		\$000	\$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	25	32,057	33,914
Trade and other receivables	12	30,848	9,016
Other current assets	13	545	440
<b>Total current assets</b>		<b>63,450</b>	<b>43,371</b>
<b>Non current assets</b>			
Plant and equipment	14	342	185
Intangible assets	15	7,379	5,865
<b>Total non current assets</b>		<b>7,721</b>	<b>6,051</b>
<b>Total assets</b>		<b>71,171</b>	<b>49,422</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	16	20,792	12,657
Loan liabilities	17	4,408	3,221
Accrued employee benefits	18	2,922	2,174
Unearned revenue		5	505
<b>Total current liabilities</b>		<b>28,128</b>	<b>18,557</b>
<b>Non current liabilities</b>			
Loan liabilities	17	7,625	9,020
Accrued employee benefits	18	895	554
<b>Total non current liabilities</b>		<b>8,521</b>	<b>9,574</b>
<b>Total liabilities</b>		<b>36,649</b>	<b>28,131</b>
<b>Net assets</b>		<b>34,523</b>	<b>21,290</b>
<b>Equity</b>			
Accumulated surplus		34,523	21,290
<b>Total equity</b>		<b>34,523</b>	<b>21,290</b>

The accompanying notes form part of these statements.

## Statement of Changes in Equity for year ended 30 June 2017

	Accumulated surplus	Total
	\$000	\$000
Balance as at 1 July 2015	2,805	2,805
Operating result from continuing operations	18,485	18,485
<b>Balance as at 30 June 2016</b>	<b>21,290</b>	<b>21,290</b>
<b>Balance as at 1 July 2016</b>	<b>21,290</b>	<b>21,290</b>
Operating result from continuing operations	13,232	13,232
<b>Balance as at 30 June 2017</b>	<b>34,523</b>	<b>34,523</b>

## Statement of Cash Flows for year ended 30 June 2017

	Note	2017	2016
		\$000	\$000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Regulatory income		128,388	128,218
Other contributions		3,852	-
GST refunded from Australian Taxation Office		9,584	11,500
Receipts from operating activities (NHVAS and Access)		4,268	3,280
Interest received		1,491	1,876
Other		29	47
		<b>147,612</b>	<b>144,921</b>
<i>Outflows:</i>			
Employee and board related expenses		(22,829)	(16,463)
Supplies and services		(122,038)	(106,390)
		<b>(144,867)</b>	<b>(122,853)</b>
<b>Net cash provided by / (used in) operating activities</b>	<b>19</b>	<b>2,745</b>	<b>22,068</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for plant and equipment		(243)	(174)
Payments for intangible assets		(3,769)	(4,480)
<b>Net cash provided by / (used in) investing activities</b>		<b>(4,012)</b>	<b>(4,654)</b>
<b>Cash flows from financing activities</b>			
<i>Outflows:</i>			
Loan repayments		(590)	(858)
<b>Net cash provided by / (used in) financing activities</b>		<b>(590)</b>	<b>(858)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(1,857)</b>	<b>16,555</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>33,914</b>	<b>17,358</b>
<b>Cash and cash equivalents at the end of the period</b>		<b>32,057</b>	<b>33,914</b>

The accompanying notes form part of these statements.

# Notes to the Financial Statements for year ended 30 June 2017

## Note 1: Basis of financial statement preparation

### (a) General information, objectives and principal activities of the authority

Based in Brisbane, Queensland, the National Heavy Vehicle Regulator (Regulator) is Australia's national, independent heavy vehicle regulator for 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.

### (b) Statement of compliance

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

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

The financial statements were authorised for issue by the Board of the Regulator on 29 August 2017.

### (c) The reporting entity

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

### (d) Going concern

Payment of the Regulator's debts as and when due as well as settling its liabilities and realising its assets in the normal course of business at amounts stated in the financial report remains 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.

### (e) 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, ReturnToWorkSA South Australia, CGQ New South Wales and Worksafe Victoria in respect of its obligations for employee workers compensation.

### (f) Taxation

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

The Regulator pays payroll tax to the Queensland, New South Wales, Victoria and South Australia 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.

### (g) Estimates and judgements

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

- Valuation of intangibles, property, plant and equipment - Note 14 & 15
- Amortisation of intangibles and depreciation of property, plant and equipment - Note 9, 14 & 15
- Loan liabilities - Note 17
- Accrued employee benefits - Note 18

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## Note 1: Basis of financial statement preparation (continued)

### (h) Rounding and comparatives

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

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

### (i) New and revised accounting standards

#### ***Future impacts of Accounting Standards not yet effective***

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

#### *AASB 2016-2 Amendments to Australian Accounting Standards - Disclosure Initiatives: Amendments to AASB 107*

This standard will first apply to the Regulator's financial statements from 2017-18. This standard will require additional disclosures to enable the reader to evaluate changes in liabilities arising from financing activities. These disclosures will include both cash and non-cash changes between the opening and closing balance of the relevant liabilities and be disclosed by way of a reconciliation in the notes to the Statement of Cash Flows.

#### *AASB 1058 Income of Not-for-Profit Entities*

This standard will first apply to the Regulator's financial statements from 2019-20. The Regulator does not currently have any revenue contracts with a material impact for the period after 1 July 2017, and will monitor the impact of any such contracts subsequently entered into before the new standard takes effect.

#### *AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australia Accounting Standards arising from AASB 9 (December 2014)*

These standards will first apply to the Regulator's financial statements for 2018-19. The main impacts of these standards on the Regulator are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the Regulator's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value.

Assuming no change in the types of transactions the Regulator enters into, all of the Regulator's financial assets are expected to be required to be measured at fair value. In the case of the Regulator's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value. Changes in the fair value of those assets will be reflected in the Regulator's operating result.

The Regulator will not need to restate comparative figures for financial instruments on adopting AASB 9 as from 2018-19.

#### *AASB 16 Leases*

This standard will first apply to the Regulator from its financial statements for 2019-20. When applied, the standard supersedes AASB 117 Leases, AASB Interpretation 4 Determining whether an Arrangement contains a Lease, AASB Interpretation 115 Operating Leases - Incentives and AASB Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

#### Impact for lessees

Unlike AASB 117 Leases, AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

In effect, the majority of operating leases (as defined by the current AASB 117) will be reported on the statement of financial position under AASB 16. There will be an increase in assets and liabilities for the Regulator. The impact on the reported assets and liabilities would be largely in proportion to the scale of the Regulator's leasing activities.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Statement of Comprehensive Income. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will also be recognised as an expense.

AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. If a lessee chooses to apply the 'cumulative approach', it does not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application.

The Regulator has not yet quantified the impact on the Statement of Comprehensive Income or the Statement of Financial Position of applying AASB 16 to its current operating leases, including the extent of additional disclosure required.

All other Australian accounting standards and interpretations with future effective 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 2017 (continued)

## Note 2: Regulatory income

	2017	2016
	\$000	\$000
VicRoads (Vic)	43,800	40,545
Roads and Maritime Services (NSW)	42,700	37,886
Transport and Main Roads (Qld)	42,769	38,530
Department for Planning, Transport and Infrastructure (SA)	14,800	13,648
Office of Regulatory Services, Justice and Community Safety (ACT)	800	715
Department of Infrastructure, Energy and Resources (Tas)	4,000	3,676
<b>Total regulatory income</b>	<b>148,869</b>	<b>135,000</b>

### Accounting policy – 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.

## Note 3: Contributions

Commonwealth contributions <sup>(1)</sup>	3,852	-
State and territory contributions <sup>(2)</sup>	-	6,985
<b>Total grants and other contributions</b>	<b>3,852</b>	<b>6,985</b>

### Accounting policy - 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.

### Disclosure - Contributions

<sup>(1)</sup> In 2016–17 the Regulator received a contribution from the Commonwealth for Heavy Vehicle Safety Initiatives.

<sup>(2)</sup> In 2015–16 the Regulator received a contribution from Roads and Maritime Services (NSW) by way of debt forgiveness.

## Note 4: Fee income

National Heavy Vehicle Accreditation Scheme (NHVAS) fees	3,042	2,417
Access permit fees	749	879
<b>Total fee income</b>	<b>3,792</b>	<b>3,296</b>

### Accounting policy – Fee income

Fee income is recognised when services are completed 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 they are recognised as unearned revenue until such time as the service is completed.

## Note 5: Other income

	2017	2016
	\$000	\$000
Interest income <sup>(1)</sup>	1,553	1,768
Sundry revenue	38	44
<b>Total other income</b>	<b>1,590</b>	<b>1,812</b>

### Accounting policy – 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.

### Disclosure – Other income

<sup>(1)</sup> Interest income is received from short term cash deposits and operating cash held.

## Note 6: Employee and related expenses

Wages and salaries	19,924	14,792
Employer superannuation contribution	2,045	1,575
Payroll tax	1,092	834
Other employee related expenses	118	333
<b>Total employee and related expenses</b>	<b>23,180</b>	<b>17,535</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 as at 30 June 2017:	181	167
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### Accounting policies – Employee 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.

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## 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.

## 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 the Queensland Treasury and Trade.

## Note 7: Service agreement payments

	2017	2016
	\$000	\$000
Vic Roads (Vic)	13,400	13,000
Roads and Maritime Services (NSW)	56,500	52,029
Transport and Main Roads (Qld)	20,700	15,500
Department for Planning, Transport and Infrastructure (SA)	7,750	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
Transport Certification Australia	1,219	-
<b>Total service agreement payments</b>	<b>103,174</b>	<b>93,792</b>

## Accounting policy - Service agreement payments

In 2016-17 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.

## Note 8: Third party services

Contractor costs	6,302	5,420
IT systems support	2,046	2,172
Managed services <sup>(1)</sup>	1,244	1,364
Equipment purchases	135	252
Software purchases	328	43
Telecommunication costs	216	200
Advisory services	223	109
Internal audit fees	136	114
External audit fees <sup>(2)</sup>	47	25
<b>Total third party services</b>	<b>10,678</b>	<b>9,698</b>

## Disclosure - Third party services

<sup>(1)</sup> Managed services include the outsourced contact centre and the externally hosted financial system.

<sup>(2)</sup> Total audit fees to be paid to PKF relating to 2016-17 financial statements are quoted to be \$46,000 including \$10,000 of one-off costs associated with opening balance audit work (2016: QAO \$25,000).

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## Note 9: Depreciation and amortisation

	2017	2016
	\$000	\$000
Plant and equipment	31	53
Computer hardware	19	78
Computer software (intangible asset)	2,256	2,327
<b>Total depreciation and amortisation</b>	<b>2,306</b>	<b>2,458</b>

Accounting policy – refer to Notes 14 and 15.

## Note 10: Financing costs

Interest expense on loans <sup>(1)</sup>	383	402
Amortisation of below market loan funds provided <sup>(2)</sup>	-	1,277
Fair value adjustment	-	3
<b>Total financing costs</b>	<b>383</b>	<b>1,682</b>

### Accounting policy – financing costs

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

### Disclosure – Financing costs

<sup>(1)</sup> Interest expense on loans from the State of Victoria was \$362,834. Interest rates vary from 3.00% to 4.20%.

<sup>(1)</sup> Interest expense on loans from the Northern Territory was \$19,876 with an applicable interest rate of 5.255%.

<sup>(2)</sup> In 2016–17 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	1,933	671
Licence fees	250	396
Marketing and communication related expenses	204	73
Insurance	208	124
Travel expenses	706	537
Board fees	428	397
Other board related expenses	23	21
<b>Total other expenses</b>	<b>3,752</b>	<b>2,219</b>

## Note 12: Trade and other receivables

	2017	2016
	\$000	\$000
Trade receivables	28,055	7,966
GST - net receivable	2,581	960
Interest receivable	138	76
Other receivables	74	14
<b>Total trade and other receivables</b>	<b>30,848</b>	<b>9,016</b>

### Accounting policy – 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.

## Note 13: Other current assets

Prepayment		
Annual licence fees	296	217
Insurance	52	46
Support and maintenance	70	69
Rent	126	108
<b>Total other current assets</b>	<b>545</b>	<b>440</b>

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## Note 14: Plant and equipment

### a) Classes of plant and equipment

	2017	2016
Plant and equipment	\$000	\$000
At cost	128	142
Less: Accumulated depreciation	(38)	(7)
	<b>90</b>	<b>135</b>
<b>Computer hardware</b>		
At cost	105	105
Less: Accumulated depreciation	(74)	(55)
	<b>31</b>	<b>50</b>
<b>Work in progress:</b>		
Carrying amount at 1 July 2016	-	-
Acquisitions	221	-
<b>Carrying amount at 30 June 2017</b>	<b>221</b>	<b>-</b>
<b>Total plant and equipment</b>	<b>342</b>	<b>185</b>

### Accounting policy – Recognition

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

Asset Type	Threshold
Network assets	\$1
Plant and equipment	\$5,000
Computer hardware	\$5,000

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.

### Accounting policy – Cost of Acquisition

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.

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.

### b) Reconciliation of movement in plant and equipment 2016–17

#### Disclosure – Depreciation

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

Asset Type	Useful life (years)
Network assets	3–6
Plant and equipment	3–6
Computer hardware	3–6

	Plant and equipment	Computer hardware	Capital works in progress	Total
	\$000	\$000	\$000	\$000
<b>Balance as at 1 July 2016</b>	<b>135</b>	<b>50</b>	<b>-</b>	<b>185</b>
Acquisitions	22	-	221	243
Disposals	-	-	-	-
Write-back	(36)	-	-	(36)
Depreciation	(31)	(19)	-	(50)
Impairment losses recognised in operating surplus	-	-	-	-
<b>Carrying amount at 30 June 2017</b>	<b>90</b>	<b>31</b>	<b>221</b>	<b>342</b>

### Reconciliation of movement in plant and equipment 2015–16

	Plant and equipment	Computer hardware	Total
<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>

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## Note 15: Intangible assets

### a) Classes of intangible assets

	2017	2016
	\$000	\$000
<b>Internally generated software (completed)</b>		
At cost	14,088	9,306
Less: Accumulated amortisation	(10,177)	(7,921)
<b>Carrying amount at 30 June 2016</b>	<b>3,911</b>	<b>1,385</b>
<b>Internally generated software (WIP)</b>	<b>3,468</b>	<b>4,480</b>
<b>Total intangible assets</b>	<b>7,379</b>	<b>5,865</b>
<b>Internally generated software (completed)</b>		
Carrying amount at 1 July	1,385	3,711
Transfers from WIP	4,782	-
Amortisation	(2,256)	(2,327)
<b>Carrying amount at 30 June</b>	<b>3,911</b>	<b>1,385</b>

### b) Reconciliation of movement in intangible assets

Internally generated software (WIP):		
Carrying amount at 1 July	4,480	-
Acquisitions	4,005	4,480
Writeback	(235)	-
Transferred to asset account	(4,782)	-
<b>Carrying amount at 30 June 2017</b>	<b>3,468</b>	<b>4,480</b>

### Accounting policy – Intangible assets and amortisation

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

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

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

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

## Note 16: Trade and other payables

	2017	2016
	\$000	\$000
<b>Trade payables</b>	<b>688</b>	<b>336</b>
<b>Other payables</b>		
Accrued expenses	19,958	12,228
Other payables	146	92
	<b>20,104</b>	<b>12,320</b>
<b>Total trade and other payables</b>	<b>20,792</b>	<b>12,657</b>

### Accounting policy – Payables

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

## Note 17: Loan liabilities

Current		
Interest bearing government loans	1,710	588
Non-interest bearing government loans	2,699	2,633
	<b>4,408</b>	<b>3,221</b>

### Disclosure – Loan liabilities (current)

Current liabilities reflect loan repayments expected to be repaid in 2017–18.

Non-current		
Interest bearing government loans	7,625	8,954
Non-interest bearing government loans	-	66
	<b>7,625</b>	<b>9,020</b>
<b>Total loan liabilities</b>	<b>12,034</b>	<b>12,241</b>

### Disclosure – Loan liabilities

The Regulator received various tranches of loan funding between December 2012 and May 2014. Outstanding loan fundings as at 30 June 2017 have been summarised in the table opposite:

## Notes to the Financial Statements for year ended 30 June 2017 (continued)

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

	NT	SA	VIC	Total
	\$	\$	\$	\$
<b>2012-13</b>				
<b>Release 1 operations</b>	48,670	-	-	<b>48,670</b>
Interest rates	-	-	3.00%	
<b>Transition to release 2</b>	17,196	131,311	154,874	<b>303,381</b>
Interest rates	-	-	3.00%	
<b>2013-14</b>				
<b>2013-14 operating costs</b>	329,726	1,852,646	5,624,553	<b>7,806,925</b>
Interest rates	5.26%	-	4.20%	
<b>2013-14 supplementary funding</b>	-	649,000	1,970,000	<b>2,619,000</b>
Interest rates	-	-	4.20%	
<b>Total loan funds received</b>	<b>395,592</b>	<b>2,632,957</b>	<b>7,749,427</b>	<b>10,777,976</b>

In 2016-17 the Regulator paid \$589,682 in loan repayments to VicRoads. Further loan repayments are scheduled to be made each year until 2023-24.

Interest expense in 2016-17 of \$382,710 has been recognised in relation to interest bearing loans from participating state and territory government agencies (refer to Note 10).

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

	2017	2016
	\$000	\$000
<b>Total loan liabilities opening balance</b>	<b>12,241</b>	<b>18,402</b>
Interest expense	383	402
Amortisation (finance cost) of fair value adjustments	-	1,280
	<b>12,624</b>	<b>20,084</b>
Less loan repayments and forgiveness of debts	(590)	(7,843)
<b>Total loan liabilities closing balance</b>	<b>12,034</b>	<b>12,241</b>

### Note 18: Accrued employee benefits

	2017	2016
	\$000	\$000
<b>Current</b>		
Wages and salaries accrued	416	253
Annual leave	2,094	1,573
Long service leave	412	348
	<b>2,922</b>	<b>2,174</b>
<b>Non-current</b>		
Long service leave <sup>(1)</sup>	895	554
	<b>895</b>	<b>554</b>
<b>Total accrued employee benefits</b>	<b>3,817</b>	<b>2,729</b>

Accounting policy – refer to Note 6

### Disclosure - Accrued employee benefits

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

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

	2017	2016
<b>Operating surplus</b>	<b>13,232</b>	<b>18,485</b>
<b>Adjusted for</b>		
Fair value adjustment	-	3
Other contributions	-	(6,985)
Finance costs (amortisation of fair value and interest expense on loans)	383	1,679
Net loss on disposal of plant and equipment	36	155
Depreciation and amortisation	2,306	2,458
	<b>2,725</b>	<b>(2,691)</b>
<b>Change in assets and liabilities</b>		
Change in trade receivables - interest	(61)	108
Change in trade receivables - net GST receivable	(1,621)	1,530
Change in other receivables	(20,150)	(7,970)
Change in other assets	(105)	46
<b>Change in assets</b>	<b>(21,937)</b>	<b>(6,287)</b>
<b>Change in trade and other payables</b>	<b>8,135</b>	<b>11,484</b>
Change in accrued employee benefits	1,089	1,067
Change in unearned revenue	(500)	9
<b>Change in liabilities</b>	<b>8,725</b>	<b>12,560</b>
<b>Net cash inflows / (outflows) from operating activities</b>	<b>2,745</b>	<b>22,068</b>

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## Note 20: Key management personnel and remuneration expenses

### a) Board members

#### 1 July 2016 – 30 June 2017

Position	Appointed	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
		Monetary	Non-Monetary				
		\$	\$	\$	\$	\$	\$
Board Chair	12/10/2012	110,503			10,498		121,001
Board Member	12/10/2012	82,877			7,873		90,751
Board Member	12/10/2012	62,808			8,008		70,816
Board Member	12/10/2012	62,808			5,967		68,774
Board Member	12/10/2012	70,370			6,685		77,055
<b>Total remuneration</b>		<b>389,366</b>	<b>-</b>	<b>-</b>	<b>39,031</b>	<b>-</b>	<b>428,397</b>

#### 1 July 2015 – 30 June 2016:

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>-</b>	<b>-</b>	<b>36,198</b>	<b>-</b>	<b>397,426</b>

### 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 2016–17.

Position	Responsibilities	2016–17		
		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	
Executive Director Business Services	Manages finance, procurement, audit, human resources, IT, facilities and project portfolio.	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	05/07/2016
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	
Executive Director Network Access	Manages the heavy vehicle access permit process, demand management and infrastructure standards.	Common law contract	07/10/2013	
Executive Director Strategy & Stakeholder Relations	Manages strategy and planning, operational agreements, policy and planning, intergovernmental relations, industry engagement and communications.	Common law contract	16/03/2015	

## Notes to the Financial Statements for year ended 30 June 2017 (continued)

### c) Remuneration expenses

Remuneration expenses for key executive management personnel comprise the following components:

Short term employee expenses which include:

- Salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied the specific position
- performance payments recognised as an expense during the year
- non-monetary benefits - consisting of fringe benefit tax applicable to the benefit.

Long term employee expenses include amounts expensed in respect of long service leave entitlement earned.

Post employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination. This includes the value of redundancy payments.

Total expenses includes the base and non-monetary benefits, long term employee benefits and post employment benefits.

	Short term employee expenses		Long term employee expenses	Post employment expenses	Termination benefits	Total expenses
	Monetary	Non-monetary				
	\$	\$	\$	\$	\$	\$
1 July 2016 - 30 June 2017	1,788,226	15,065	332,604	157,457	64,551	<b>2,357,903</b>
1 July 2015 - 30 June 2016	1,835,717	18,891	257,247	154,476	162,443	<b>2,428,773</b>

### d) Performance Payments

No Key Management Personnel remuneration packages provided performance or bonus payments.

# Notes to the Financial Statements for year ended 30 June 2017 (continued)

## 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:

	2017	2016
	\$000	\$000
Not later than one year	1,970	1,070
Later than one year and not later than five years	3,970	4,025
Later than five years	-	-
<b>Total</b>	<b>5,940</b>	<b>5,095</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	1,369	1,511
Later than one year and not later than five years	913	2,452
<b>Total</b>	<b>2,281</b>	<b>3,963</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*.

### Receivables

Included in trade and other receivables is an amount of \$21,624,055 receivable from the Department of Planning, Transport and Infrastructure (DPTI), South Australia. Subsequent to the end of the year, DPTI South Australia has indicated that the receivable should be \$1,000,070 less than the amount recorded. The Regulator is of the opinion the full amount is payable and have commenced negotiations with the DPTI. Should the outcome of the negotiations be that the full amount is not recoverable then there is a possible impairment that will be recorded against the receivable.

## Note 23: Agency transactions

### Accounting policy - 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.

### 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.

2017	Fees Received	Fees Paid	Payable at 30/06/2017
<b>National work diary fees</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
VicRoads (Vic)	1,032	867	1,032
<b>Total national work diary fees</b>	<b>1,032</b>	<b>867</b>	<b>1,032</b>

2016	Fees Received	Fees Paid	Payable at 30/06/2016
<b>National work diary fees</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
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>

### 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) 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:

2017	Fees Received	Fees Paid	Payable at 30/06/2017
<b>Access permit fees</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
VicRoads (Vic)	-	268	-
<b>Total access permit fees</b>	<b>-</b>	<b>268</b>	<b>-</b>

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

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>

### Disclosure - Agency transactions

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.

### Note 24: Events occurring after balance date

The Board of the Regulator is not aware of any other events subsequent to 30 June 2017 that could materially affect the financial statements as presented.

### Note 25: Financial instruments

#### Accounting policies - 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.

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash and cash equivalents include cash on hand, cash and cheques received but not banked at year end, and deposits held at call with financial institutions.

#### (a) Categorisation of financial instruments

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

	Note	2017	2016
Category		\$000	\$000
<b>Financial assets</b>			
Cash and cash equivalents	-	32,057	33,914
Trade and other receivables	12	30,848	9,016
<b>Total</b>	<b>-</b>	<b>62,905</b>	<b>42,930</b>
<b>Financial liabilities</b>			
Trade payables	16	20,792	12,657
Loan liabilities	17	12,034	12,241
<b>Total</b>	<b>-</b>	<b>32,826</b>	<b>24,898</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		32,057	3,914
Trade receivables	12	28,055	9,016
<b>Total</b>		<b>60,112</b>	<b>42,931</b>

#### Disclosure - Credit risk exposure

No collateral is held as security and no credit enhancements relate to financial assets held by the Regulator.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amount as indicated.

## Notes to the Financial Statements for year ended 30 June 2016 (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	2017 Payable in			Total
	<1 year	1-5 Years	>5 Years	
	\$000	\$000	\$000	\$000
<b>Loan repayments</b>				
Interest bearing government loans	1,788	6,031	2,969	10,789
Non-interest bearing government loans	2,633	-	-	2,633
<b>Total loan repayments</b>	<b>4,421</b>	<b>6,031</b>	<b>2,969</b>	<b>13,422</b>
Trade and other payables	20,792	-	-	20,792
<b>Total</b>	<b>25,213</b>	<b>6,031</b>	<b>2,969</b>	<b>34,214</b>

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	12,657	-	-	12,657
<b>Total</b>	<b>15,878</b>	<b>7,176</b>	<b>3,609</b>	<b>26,663</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.

### (e) Interest rates sensitivity analysis

Financial instrument	Carrying amount	2017 Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	32,057	12,912	34,202	13,553	34,843
<b>Potential impact</b>		<b>(321)</b>	<b>(321)</b>	<b>321</b>	<b>321</b>

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>

### Disclosure - Interest rates

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.

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

### (f) Fair value

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

Year ended 30/06/2017	2017	
	Carrying amount	Fair value
	\$000	\$000
Interest bearing government loans	9,335	9,541
Non-interest bearing government loans	2,699	2,555
<b>Total</b>	<b>12,034</b>	<b>12,096</b>

Year ended 30/06/2016	2016	
	Carrying amount	Fair value
	\$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>

### Disclosure - Fair value

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

## Certificate of National Heavy Vehicle Regulator for the period 1 July 2016 to 30 June 2017

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 2016 to June 30 2017 and of the financial position of the Regulator at the end of that period.

29 August 2017



The Hon. Bruce Baird AM  
BOARD CHAIR



Sal Petrocchio  
CHIEF EXECUTIVE OFFICER

## Independent Auditor's Report

### To the members of the National Heavy Vehicle Regulator Report on the Financial Report

#### *Opinion*

We have audited the accompanying financial report of National Heavy Vehicle Regulator (the entity), which comprises the statement of financial position as at 30 June 2017, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificate given by the Chief Executive Officer and the Chair.

In our opinion the financial report of National Heavy Vehicle Regulator is in accordance with the *Heavy Vehicle National Law Act 2012*, including:

- a) Giving a true and fair view of the entity's financial position as at 30 June 2017 and of its performance for the year ended on that date; and
- b) Complying with Australian Accounting Standards.

#### *Basis for Opinion*

We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. Our responsibilities under those standards are further described in the Auditor's Responsibility section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence*

We are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

#### *Other Information*

Other information is financial and non-financial information in the annual report of the entity which is provided in addition to the Financial Report and the Auditor's Report. The Board are responsible for Other Information in the annual report.

The Other Information is expected to be made available to us after the date of the Auditor's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, the auditor does not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information in the Financial Report, and based on the work we have performed on the Other Information that we obtained prior the date of this Auditor's Report we have nothing to report.

#### *Other Matter - Previous Auditor*

The financial report of National Heavy Vehicle Regulator, for the year ended 30 June 2016, was audited by another auditor who expressed an unmodified opinion on that report on 14 September 2016.

#### *Other Matter - Electronic presentation of the Audited Financial Report*

It is our understanding that National Heavy Vehicle Regulator intends to publish a hard copy of the audited financial report and audit report for members, and to electronically present the audited financial report and audit report on its web site. When information is presented electronically on a web site, the security and controls over information on the web site should be addressed by National Heavy Vehicle Regulator to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of audited financial information on the entity's web site is beyond the scope of the audit of the financial report. Responsibility for the electronic presentation of the financial report on the entity's web site is that of the governing body of National Heavy Vehicle Regulator.

#### *Boards' Responsibilities for the Financial Report*

The Board of the entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Heavy Vehicle National Law Act 2012* and for such internal control as the Board 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. In Note 1, the Board also states, in accordance with Australian Accounting Standard AASB 101 *Presentation of Financial Statements*, that the financial report complies with International Financial Reporting Standards.

In preparing the financial report, the Board are responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using a going concern basis of accounting unless the Board either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

### *Auditor's Responsibilities for the Audit of the Financial Report*

Our responsibility is to express an opinion on the financial report based on our audit. Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individual or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

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 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.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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.

We conclude on the appropriateness of the Boards' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the entity to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements. We also provide the Board with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Board, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



PKF Hacketts



Cameron Bradley  
Partner

29 August 2017  
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

	2016-17	2015-16	2014-15
<b>Applications received</b>			
Total applications received	23,335	22,824	14,800
<b>Assessment assessment</b>			
Total permits issued	10,999	12,239	9,233
Total permits refused	1755	1,849	1,026
Total delegated cases	7947	4,554	1,129
Total permits 'not required' cases	3651	4,005	2,522
NHVR processing time - average days	5.78	6.59	5.38
Overall end-to-end time - average days	33.76	31.48	25.36
<b>Road manager consents</b>			
<b>Received within 28 days</b>			
Local - total consents	14,974	14,249	10,718
Local - average days turnaround	7.9	7.61	7.09
State - total consents	5,642	6,147	7,765
State - average days turnaround	8.55	11.33	8.7
<b>Received after 28 days</b>			
Local - total consents	1,391	904	1,332
Local - average days turnaround	67.59	57.54	59.98
State - total consents	1,125	995	926
State - average days turnaround	75.21	67.58	65.09

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

	2016-17			2015-16			2014-15		
	Total	# Councils impacted	Kms unlocked	Total	# Councils impacted	Kms unlocked <sup>(5)</sup>	Total	# Councils impacted	Kms unlocked
Qld	47	31	3,446	230	71	850	72	28	610
NSW	43	30	8,187	409	87	5,112	227	69	2,688
Vic	47	40	4,719	278	70	1,736	216	51	450
SA	45	25	20,363	113	32	2,577	50	24	1,269
Tas	1	1	5,368	91	22	1,153	80	23	1,075
ACT	1	0	1,476	5	1	Undefined	3	0	Undefined
<b>Total</b>	<b>184</b>	<b>127</b>	<b>43,559</b>	<b>1,126</b>	<b>283</b>	<b>11,428</b>	<b>648</b>	<b>195</b>	<b>6,092</b>

<sup>(1)</sup> Does not include applications directly received by New South Wales councils

<sup>(2)</sup> NHVR delegated only

<sup>(3)</sup> Data collected over three month period (August 2015 to October 2014) and extrapolated to estimate 2014-15 total

<sup>(4)</sup> As at May 2016

<sup>(5)</sup> Data estimated where no spatial data exists (i.e. blanked approvals for PBS and Class 3 vehicles)

**Table A.2** Jurisdictional access permits applications processed under delegation

	2016-17		2015-16		2014-15	
	Received	Approved	Received	Approved	Received	Approved
Qld	18,161	18,122	19,964	18,288	26,172	24,148
NSW	9,914 <sup>(1)</sup>	0	11 <sup>(2)</sup>		23,772	24,092
Vic	6,561	5,117	4,036 <sup>(3)</sup>	7,009 <sup>(4)</sup>	13,576	9,360
SA	6,987	6,862	9,799	9,799	11,700	11,700
ACT	640	640	599	599	837	837
<b>Total</b>	<b>42,263</b>	<b>30,741</b>	<b>34,409</b>	<b>35,695</b>	<b>76,057</b>	<b>70,137</b>

'Thanks for your assistance, Alex in the Access team and I have come to a way forward. Thanks for your help and Alex's. I will always appreciate the professionalism that I receive when dealing with the NHVR.'

**Craig Guthrie**  
Boral

# National Heavy Vehicle Accreditation Scheme

Table A.4 NHVAS applications by state

	2016-17		2015-16		2014-15	
	Created	Closed	Created	Closed	Created	Closed
Qld	7,761	7,657	7,042	7,028	6,159	6,210
NSW	8,536	8,426	7,725	7,693	6,645	6,668
Vic	6,519	6,435	5,714	5,693	5,176	5,196
SA	4,663	4,617	4,454	4,400	3,984	4,014
Tas	671	663	527	525	421	422
ACT	277	275	273	273	192	198
<b>Total</b>	<b>28,427</b>	<b>28,073</b>	<b>25,735</b>	<b>25,612</b>	<b>22,577</b>	<b>22,708</b>

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

	2016-17	2015-16	2014-15
<b>Number of accredited operators</b>			
Accredited operators	6,607	6,188	6,232
<b>Accredited operators by module</b>			
Mass	5,312	4,867	4,688
Maintenance	2,899	2,774	2,705
Basic Fatigue Management	2,073	1,975	1,914
Advanced Fatigue Management	47	44	41
<b>Nominated vehicles</b>			
Mass	36,308	33,379	30,945
Maintenance	99,421	95,749	92,611

Table A.6 NHVAS operators, accredited modules and nominated vehicles by state, 2016-17

	Qld	NSW	Vic	SA	Tas	NT	Total
<b>Number of accredited operators</b>							
Accredited operators	1,331	1,740	1,976	1,332	185	43	6,607
<b>Accredited operators by module</b>							
Mass	922	1,357	1,831	1,015	180	7	5,312
Maintenance	842	798	315	891	12	41	2,899
Basic Fatigue Management	488	796	493	242	42	12	2,073
Advanced Fatigue Management	28	9	4	5		1	47
<b>Nominated vehicles</b>							
Mass	8,791	10,335	10,919	4,567	1,404	292	36,308
Maintenance	36,952	28,362	15,159	16,671	318	1,959	99,421

## Performance based standards

Table A.7 PBS design and build applications and approvals

	2016-17		2015-16		2014-15	
	Received	Approved	Received	Approved	Received	Approved
New and amended design applications	391	391	357	357	389	389
Vehicle build applications	1258	1249	882	882	639	639

Table A.8 PBS new design approvals by vehicle type

Vehicle type	2016-17	2015-16	2014-15
A-double	87	74	22
B-double	39	69	52
Bus	0	3	2
Other	4	7	1
Prime mover and semi	72	63	81
Road train	12	23	6
Truck and dog	161	117	173
<b>Total</b>	<b>375</b>	<b>356</b>	<b>337</b>

Table A.9 Vehicles certified under the PBS framework

	2016-17	2015-16	2014-15
Vehicle combinations	1403	914	894
Individual units	5281	3,818	3,762

## Vehicle Standards

Table A.10 Vehicle Standards applications and permits issued

	2016-17			2015-16			2014-15		
	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued
Vehicle Standards exemption (permit)	452	390	238	598	605	452	388	379	434
In-principle support	290	256	222	303	245	220	404	368	297
Modifications	21	16	18	14	11	8	15	9	4

## Fatigue Management

Table A.11 Advanced Fatigue Management processing

	2016-17	2015-16	2014-15
Active RCS assessments	26		
AFM applications received	5	37	12
Approvals issued under the RCS	6	34	9
Extensions granted to current AFM operators	1	5	21
Work and rest hour exemptions granted	0	0	4

'Thanks for organising the forum. I enjoyed and learnt a lot from the session.'

**Kelvin Tan**  
Liverpool Plains Shire Council

## Customer service

Table A.12 Call centre activity volumes

Task	2016-17 total/ average	2015-16 total/ average	2014-15 total/ average
Calls received by call centre	53,038	55,027	52,332
Grade of service % calls answered in 20 seconds	70%	78%	83%
Average handling time per call - minutes:seconds	5:48	04:24	05:08
Number of calls transferred to the NHVR	9%	9%	10%
Number of calls transferred to jurisdictions	0.01%	2%	1%

## Notices

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

	2016-17	2015-16	2014-15
Access	31	37	9
Vehicle Standards	4	8	6
Fatigue	8	6	0

Table A. 14 Number of existing Transitional notices made under former corresponding laws

As at 30 June 2017	As at 30 June 2016	As at 14 February 2015
79	81	143



# Appendix B: Management and accountability data

## People, capability and wellness

Table B.1 Workforce profile as at 30 June 2017

Employment category					
EA Perm	EA Temp	Contract	Seconded	Contractors	Vacancies
98	48	38	0	27	23

Table B.2 Employees by classification and gender

	Female	Male
Executive (exec contracts)	2	5
Senior manager (non-exec contracts)	3	28
Employees (98 EA Perm, 48 EA Temp)	72	74
Total	77	107

Table B.3 Skills stability index as at 30 June 2017

Classification	≤ 1 yr	> 1 yr	Total	SSI
Executive	1	6	7	86%
Management	9	23	32	72%
Operational	16	37	53	70%
Project/Program Specialists	5	11	16	69%
Technical Experts	11	95	106	90%

Table B.4 Key workplace health and safety statistics

	2016-17	2015-16	2014-15
Lost time injuries	0	0	0
Medically treated injuries	9	1	1
Near misses	3	1	0
Journey to Work	11	4	3
Workers compensation claims lodged	4	0	0

'A big thanks to the NHVR for the CoR session at the Brisbane Truck Show. It was a great informative session and it was great to be able to ask questions after the session.'

**Robert Ettery**  
Linfox

## Media, advertising, sponsorship and direct mail costs

Table B.5 Payments made to media, advertising, sponsorship and direct mail organisations, 2016-17

Vendor	Details	\$ Amount
<b>Media</b>		
Vision6	Monthly membership	301
Meltwater	Media Monitoring	18,000
<b>Advertising</b>		
Bauer Media	National Roadworthiness Baseline Survey awareness	5000
<b>Sponsorship</b>		
ATA Safety Truck		5000
Livestock Industry, ALRTA Safety award		2500 (biennial)
<b>Direct mail</b>		
Nil		

Table B.6 Breakdown of advertising expenditure across various media (\$000), 2016-17

Trade magazines	Trade online	Radio	Convenience	Total
0	\$5000	0	0	\$5000

'These forums around the country are a prime example of how keen the Heavy Vehicle Regulator is to not only get industry in the room but also the likes of local government in the same room to make sure we all hear the same rules and have input into the same concerns and questions, rather than them and us fighting about what we didn't know.'

**Liz Schmidt**  
Charters Towers Regional Council Mayor

## Keynote speeches and presentations

Table B.7 Keynote speeches and presentations made by NHVR employees throughout 2016–17

Date	Market segment/ organisation	Event/meeting/consultation strategy	NHVR representative
1 Jul 2016	South Australia Local Government Supervisory Officers Association	Meeting	Kerry Plater
4 Jul 2016	University of Pretoria	35th Southern African Transport Conference	Les Bruza
5 Jul 2016	Austrroads	Austrroads Registration and Licensing Taskforce meeting	Sal Petrocchio
19 Jul 2016	Heavy Vehicle Industry Australia	ComVec - Australia's Heavy Vehicle Engineering Conference	Sal Petrocchio
20 Jul 2016	NSW Farmers	NSW Farmers Conference	Sal Petrocchio
27 Jul 2016	Australian Custom Harvesters Inc	Contractors Field Day	Sean Tansley
5 Aug 2016	Livestock and Rural Transporters Association	Victorian Livestock Conference/ALRTA Conference	Sal Petrocchio
17 Aug 2016	Australian Logistics Council	Supply Chain Safety and Compliance Summit 2016	Sal Petrocchio Geoff Casey Tony Kursius Daniel Elkins
18 Aug 2016	VicRoads	South East Australian Transport Strategy Inc	Simone Reinertsen
19 Aug 2016	National Road Transport Association	Annual Conference	Sal Petrocchio Geoff Casey
19 Aug 2016	Australian Furniture Removers Association	Conference	Sal Petrocchio
5 Sep 2016	ANZPAA	ANZPAA Road Policing Forum	Sal Petrocchio
6 Sep 2016	Australasian College of Road Safety/ Austrroads/ The George Institute for Global Health	Australasian Road Safety Conference	Sal Petrocchio
6 Sep 2016	Queanbeyan - Palerang Regional Council	New South Wales Weight of Loads Inspector's Conference	Tony Martin Warwick Norton
7 Sep 2016	Road Freight NSW	Conference	Peter Caprioli Tim Hansen
8 Sep 2016	Transtech	Transport Compliance Forum	Amanda Capper
10 Sep 2016	National Road Freighters Association	Annual General Meeting	Sal Petrocchio
13 Sep 2016	Comcare	Comcare Conference	Geoff Casey
16 Sep 2016	CICA Conference Committee	CICA National Conference	Matthew Bereni
27 Sep 2016	Austrroads	Austrroads Registration and Licensing Taskforce	Travis Dawson
5 Oct 2016	Wentworth Shire Council	Far West Heavy Vehicle and Ag Machinery Forum	Peter Caprioli
13 Oct 2016	Australasian Fire and Emergency Service Authorities Council	Fleet Technical Group Meeting	Andreas Blahous
18 Oct 2016	Local Government NSW	Annual Conference	David Carlisle
21 Oct 2016	Woolworths	Transport Safety Seminar and Carrier of the Year Awards	Geoff Casey
26 Oct 2016	ATA/Australian Road Transport Suppliers Association Inc	Technical and Maintenance Conference	Daniel Elkins Tony Martin Les Bruza Matthew Fletcher
31 Oct 2016	Toowoomba Regional Council (Agricultural Transport and Logistics Working Group)	Agricultural Transport and Logistics Industry Forum	Peter Caprioli Kerry Plater
6 Nov 2016	Bus Industry Confederation	National Conference	Sal Petrocchio Tony Kursius
10 Nov 2016	ALGA	National Local Roads And Transport Congress	Tony Kursius
15 Nov 2016	Institute of Public Works Engineering Australasia (IPWEA)	Plant and Vehicle Workshop	Kym Farquharson-Jones
17 Nov 2016	Bega Valley Council	South East Australian Transport Strategy (SEATS) Meeting	Kym Farquharson-Jones
1 Feb 2017 onwards	Open to all industry and stakeholders	CoR Forums - over 60 forums - covering well over 2000 attendees	Various senior officers

16 Feb 2017	Livestock and Rural Transporters Association of Queensland and ALRTA	Combined National Conference	Sal Petrocitto Bill Esteves
16 Feb 2017	SEATS Inc	SEATS Quarterly Meeting	Simone Reinertsen
28 Feb 2017	BIC	Meeting	Sal Petrocitto Daniel Elkins Geoff Casey
2 Mar 2017	Australian Road Transport Suppliers Association and Commercial Vehicle Industry Association of Australia	Heavy Vehicle modifications - new codes, new ideas and new innovations Conference	Peter Austin Matthew Fletcher
8 Mar 2017	Parkes, Forbes and Lachlan Shire Councils	Central West New South Wales Heavy Vehicle Breakfast Forums (presentation on Road Manager Portal and NHVR in general)	David Carlisle Tim Hansen
22 Mar 2017	Road Freight Industry Council	Road Freight Industry Council Meeting	Sal Petrocitto
24 Mar 2017	Council of Mayors South East Queensland (SEQ)	Council of Mayors (SEQ) Infrastructure and Planning Committee Meeting	Sal Petrocitto
3 Apr 2017	Department of Infrastructure and Regional Development	Asia-Pacific Economic Cooperation Transportation Working Group Workshop	Michael Crellin
5 Apr 2017	Queensland Trucking Association	Forum	Sal Petrocitto
6 Apr 2017	Austrroads	Austrroads Meeting	Sal Petrocitto
18 May 2017	CICA Queensland branch	CICA Qld Regional Meeting	Peter Caprioli
23 May 2017	Institute of Public Works Engineering Australasia (IPWEA)	Australasian Fleet Conference	Michael Crellin
5 Jun 2017	Victorian Transport Association	State Conference	Sal Petrocitto
21 Jun 2017	ATA	Trucking Australia 2017	Sal Petrocitto
26 Jun 2017	Municipal Association of Victoria	2017 National Local Government Infrastructure and Asset Management Conference	David Carlisle Simone Reinertsen



## Summary of industry comments

Table B.8 Summary of comments received by industry representatives throughout 2016–17

Date	Industry Representative Name and Organisation	Comment
18 Aug 2016	Cr Bill West Chair, Central New South Wales Council Group (Centroc)	<p>'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.</p> <p>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.</p> <p>Centroc looks forward to a continuing partnership in improving the road network and productivity of the freight task across the Central NSW road network.'</p>
13 Sep 2016	Marika McNichol Councillor, Southern Downs Regional Council	'Thank you for coming yesterday to speak to council, it was a very informative presentation – I felt that you did an exceptional job given the circumstances.'
19 Oct 2016	Keryn Coulthard GPT Metroplex Pty Ltd	'Greg from NHVR has been instrumental in assisting us with getting this road "on the map" and approved as a B-double route. Greg was relentless in pursuing this matter for us and I think he should be congratulated for going above and beyond to let us know that it has now been approved. Thanks Greg for your follow ups and phone calls letting us know how this was progressing. We really appreciate it.'
28 Oct 2016	Damien Sultana Long Haul Logistics	'The portal has sped up all aspects in the way of route requests for us. We put in over 350 route requests in the system, the communicational emails back with what stage the request is at along with the quick turnaround time is great. Our time spent on applications has reduced dramatically thanks the portal.'
1 Dec 2016	Stephen Bali Blacktown City Council Mayor	'The event was great opportunity for the city. The NHVR Heavy Vehicle Access Forum provides our access team and local council representatives with an informed insight into where we can further assist freight businesses in using our road network more efficiently for the benefit of all.'
13 Mar 2017	Cr Eric Noakes Walcha Shire Mayor	'As a first time attendee, I found the forum extremely informative and interesting. All people who spoke had the industry in mind and it was not clouded in bulls**t.'
13 Mar 2017	Stephen Jewell Wagga Wagga City Council	'Enjoyed the industry presentation, as we need to remember they are the customer and we need to listen to their concerns.'
10 Apr 2017	Simon Cai Professional Engineer Fairfield City Council	'Thank you for an informative presentation last Thursday and we found the session very useful. The road manager portal will definitely help everyone to streamline the approval process for consent requests and we are very excited and looking forward to the rollout and testing of the portal.'
3 May 2017	Craig Guthrie Boral	'Thanks for your assistance, Alex in the Access team and I have come to a way forward. Thanks for your help and Alex's. I will always appreciate the professionalism that I receive when dealing with the NHVR.'
12 May 2017	Liz Schmidt Charters Towers Regional Council Mayor	'These forums around the country are a prime example of how keen the Heavy Vehicle Regulator is to not only get industry in the room but also the likes of local government in the same room to make sure we all hear the same rules and have input into the same concerns and questions, rather than them and us fighting about what we didn't know.'
18 May 2017	Fi Baxter Kelvin Baxter Transport Pty Ltd	'Thank you for the NHVR participation at the Griffith Access Forum yesterday. It presented a wonderful opportunity forward to lay the freight task on the table and realise the potential growth looking into the future. This is an incredible area, producing more than most people actually realise!'
28 May 2017	Robert Wilson IPWEA	'I just wanted to send you a brief note to thank you for your contribution to the IPWEA Australasian Fleet Conference. As our inaugural fleet conference, it was important that we made a good first impression and delivered a program that met the delegates needs.'
29 May 2017	Robert Ettery Linfox	'A big thanks to the NHVR for the CoR session at the Brisbane Truck Show. It was a great informative session and it was great to be able to ask questions after the session.'
31 May 2017	Kelvin Tan Liverpool Plains Shire Council	'Thanks for organising the forum. I enjoyed and learnt a lot from the session.'

## Stakeholder engagement and communication

Table B.8 Marketing and engagement statistics, 2016–17

	2016–17	2015–16	2014–15
Keynote speeches and presentations	41	65	102
Media releases	56	48	31
Website hits	926,906	670,440	550,353
Stakeholder forums	15	12	13
Local government updates	5	8	5
Industry updates	30	24	22
Social media reach	1,380,460	1,629,265	-

## Regulatory and legal

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

Vendor	2016–17	2015–16	2014–15
Statutory Applications <sup>(1)</sup>	1	0	0
Statutory Complaints <sup>(2)</sup>	1	0	0
Coroner notifications as interested persons	2	0	2 <sup>(3)</sup>
Briefs received for adjudication	346		
Total matters assessed	283		
Complaint and summons issued	241		
Ex parte leave - guilty	65		
Withdrawals	26		
Trial	1		
Pleas	118		
Total matters concluded	209		

## Abbreviations list

ADRs	Australian Design Rules	MoA	Memorandum of Agreement
AFM	Advanced fatigue management	MTI	Medical treatment injury
ALGA	Australian Local Government Association	NatSPA	National Services Partnership Agreement
ALRTA	Australian Livestock and Rural Transporters Association	NCEOF	National Compliance and Enforcement Operations Forum
ANZPAA	Australia New Zealand Policing Advisory Agency	NCIS	National Compliance Information System
ARRB	Australian Road Research Board	NHVAS	National Heavy Vehicle Accreditation Scheme
ATA	Australian Trucking Association	NHVR	National Heavy Vehicle Regulator
AVM	Active vehicle module	NOSPAG	National Operational Strategy Policy Advisory Group
BCP	Business Continuity Plan	NRBS	National Roadworthiness Baseline Survey
Centroc	Central New South Wales Council Group	NST	National Service Transition
CICA	Crane Industry Council of Australia	NTC	National Transport Commission
CoR	Chain of responsibility	OCM	Organisational change management
Council/TIC	Transport and Infrastructure Council	OSOM	Oversize over mass
CRSP	Cost Recovery Study Project	PBS	Performance Based Standards
DPTI	Department of Planning, Transport and Infrastructure, South Australia	QOIC	Queensland Office of the Information Commissioner
EDRMS	Electronic document and records management system	RAV RAT	Restricted access vehicle route assessment tool
EWD	Electronic work diaries	RCS	Risk Classification Scheme
HML	Higher mass limits	RTI	Right to information
HVNL	Heavy Vehicle National Law	ROCs	Regional Organisation of Councils
HVSI	Heavy Vehicle Safety Initiative	RV	Recreation vehicle
ICoP	Industry Codes of Practice	SEATS	South East Australian Transport Strategy
IPWEA	Institute of Public Works Engineering Australasia	SPV	Special purpose vehicles
IOGs	Industry Operator Groups	TISOC	Transport and Infrastructure Senior Officials Committee
IRF	Industry Reference Forum	TMR	Queensland Department of Transport and Main Roads
IT	Information technology	VIN	Vehicle identification number
LGAQ	Local Government Association of Queensland	WHS	Workplace health and safety
LTI	Lost time injury		

<sup>(1)</sup> 'Website hits' figures include both nhvr.gov.au and journey planner, with historical data adjusted accordingly.

<sup>(2)</sup> Complaints or disclosures made under the *Crime and Corruption Act 2001* (Qld), the *Public Interest Disclosure Act 2010* (Qld) or their interstate counterparts.

<sup>(3)</sup> 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).



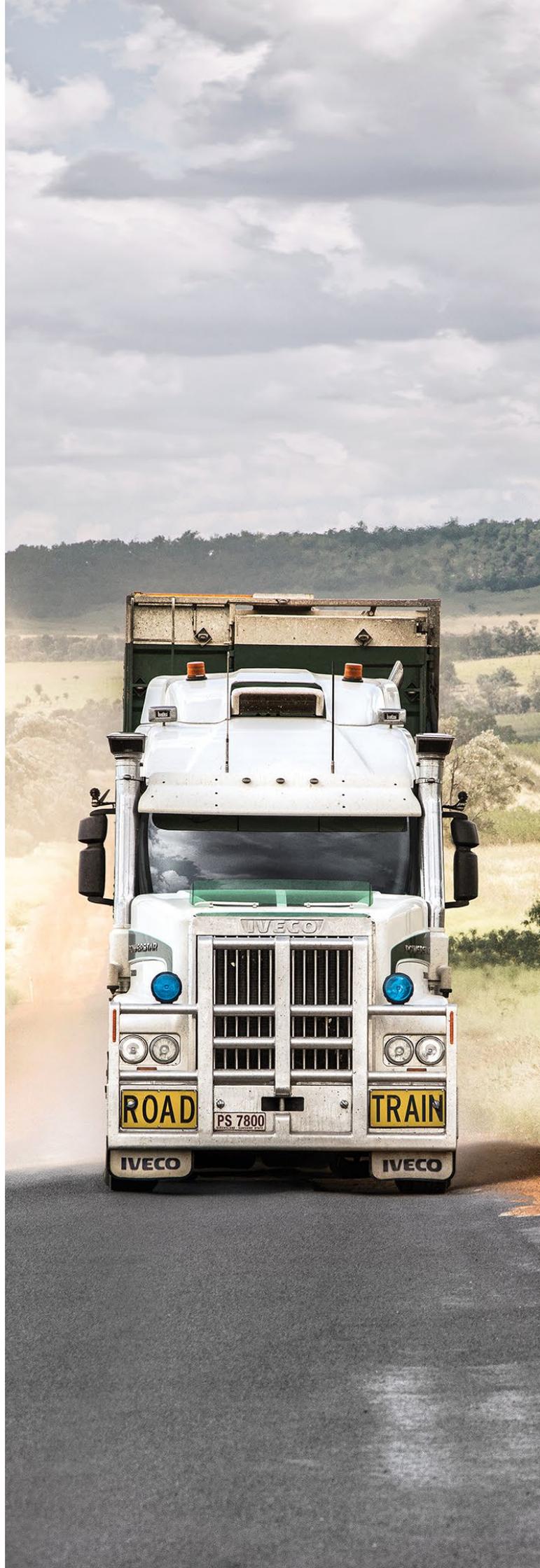
## Reporting requirements

Requirement	Reference	Pages
<i>Heavy Vehicle National Law Act 2012 (Qld)</i>		
Financial statements	s693(2)(a)(i)	55-74
Statement of actual performance against the National Performance Measures (Standards and Indicators)	s693(2)(a)(ii)	35-40
Statement of exceptions where the National Performance Measures (Standards and Indicators) were not achieved	s693(2)(a)(iii)	35-40
Statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators)	s693(2)(a)(iv)	35-40
Statement of the outcome of consultation strategies and activities, including a summary of industry comments	s 693(2)(a)(v)	49-50
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)(a)(vi)	7-8, 13-34
Statement of the achievements attained in the exercise of the Regulator's functions	s 693(2)(a)(vii)	7-8, 13-34
Statement of arrangements in place to secure collaboration with State and Territory agencies and the effectiveness of those arrangements	s 693(2)(a)(viii)	13-34, 50
Statement indicating the nature of any reports requested by the responsible Ministers under section 694	s 693(2)(a)(ix)	42
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## Contact us

For further information about the NHVR's activities, functions and services, please visit our website or contact us via:

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