



ANNUAL REPORT

2024 - 25



FIT FOR THE FUTURE

NATIONAL HEAVY VEHICLE REGULATOR (NHVR)

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

OUR VISION

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

OUR MISSION

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

OUR VALUES

PEOPLE MATTER

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

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

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

We recognise each other's efforts and achievements.

CUSTOMER FIRST

We fulfil our commitments.

We consistently deliver outstanding service.

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

WE ADD VALUE

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

We focus our efforts on achieving our vision.

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

We add value by embracing diversity and innovation.

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

STRONG PARTNERSHIPS

We help and support each other to achieve exceptional results.

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

We share our knowledge with our colleagues.

We are each accountable for our own performance and professionalism.

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

Acknowledgement of Country

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

 Learn more about our *Reconciliation Action Plan* on page 34.





Welcome to our latest Annual Report where we detail what we have achieved in the past reporting year including how we're working to be ready for future challenges and improving heavy vehicle safety, productivity and sustainability for the benefit of all Australians.

New electric delivery trucks will help reduce emissions for vehicle fleets nationally. Source: Volvo

Contents

Operational snapshot	4	Regulatory capability (Employees)	32
About us	5	Stakeholder engagement	38
Legislation	5	Corporate governance	44
Core services and activities	5	Financial statements	53
People	6	Appendices and references	66
Customers and stakeholders	6	Appendix A: HVNL reporting requirements	66
Environment	7	Appendix B: Operational and organisational statistics 2024–25	67
Message from the Chairperson	8	Appendix C: Key regulatory activities including compliance costs	70
CEO's report	9	Glossary	71
Key achievements	10	Alphabetical index	73
Strategic objectives	11	Table of abbreviations	74
Our performance	12	About this report	75
2024–25 Performance summary	13	Letter of Transmittal	75
Objective 1 – Safety	14		
Objective 2 – Productivity	20		
Objective 3 – Sustainability	25		
Objective 4 – Regulatory capability (Industry)	28		



Australasian Reporting Awards

Our 2023 and 2024 Annual Reports were awarded Silver at the annual Australasian Reporting Awards in the General Award category.

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

OPERATIONAL SNAPSHOT

We are Australia's regulator for all heavy vehicles over 4.5 tonnes gross vehicle mass or aggregate trailer mass. Our mandate covers everything from long-haul and specialised freight vehicles to delivery trucks and passenger buses.

This snapshot summarises the scope of our responsibilities and some key outcomes in 2024–25. More detail appears in relevant parts of this Report.

We are the regulator for

1.07 m+

registered heavy vehicle units¹

Including:

121,300+ prime movers

186,000+ semitrailers

178,000+ freight-carrying trucks²

118,500+ agricultural vehicles and tractors

123,900+ trailers (all types)

39,400+ buses

We work with

275,294 registered operators

536 road managers

8 state and territory transport authorities

We provide a wide range of services to our customers

8,969 National Heavy Vehicle Accreditation Scheme (NHVAS) accredited operators

82,197 NHVR Go (i.e. portal) users

1,092 bridge and culvert assessments completed under the Strategic Local Government Asset Assessment Project (SLGAAP)

267 Heavy Vehicle Inspection Sites (HVIS) in all participating jurisdictions

27,862 Performance Based Standards (PBS) approved combinations

In 2024–25

196,629 road access permit applications received and dealt with

33,599 individual vehicles added to the PBS scheme

72,801 calls answered by our Contact Centre

3.4 m+ website hits³

43.1 m+ social media reach

5,157 PBS vehicle approvals granted

4 Enforceable undertakings accepted

29 Improvement Notices issued

12 Supervisory Intervention Orders (SIOs) ordered by the courts

1,825 matters dealt with by the courts for various offences⁴

¹ NHVR Registration Demographics - General Insights Report.

² Freight carrying trucks are ridged trucks with a body (e.g. curtainsider, pantechs or tippers).

³ Website hits for 2024–25 include NHVR Go.

⁴ All matters handled by NHVR Prosecutions under the HVNL and state-based legislative offences in 2024–25.

ABOUT US



NHVR Safety and Compliance vehicle during Operation Compass – a cross-border operation focused on heavy vehicle safety on the Eyre Highway, SA.

The NHVR commenced our operations under the *Heavy Vehicle National Law Act 2012* (Qld) (HVNL) on 21 January 2013. We provide a single reference point for the application of the HVNL giving effect to an intergovernmental agreement between all Australian governments.

With our national headquarters in Brisbane, we are Australia's dedicated, statutory regulator for all heavy vehicles.⁵

After the successful completion of an extensive 8-year National Services Transition program, we now have a stronger focus on the future. We will become an even more customer-centric, risk-based, data-driven regulator, with the aim of simplifying, harmonising and continuously improving our regulatory practices, compliance activities and outcomes, as well as identifying and facilitating the best technological solutions.

Enabling legislation

The HVNL is described as a 'National Law', with its operation dependent upon its statutory application in participating jurisdictions. Each participating jurisdiction enacts legislation through its parliament, which applies the HVNL as one of its laws.

Participating jurisdictions are the Australian Capital Territory (ACT), Queensland (QLD), New South Wales (NSW), South Australia (SA), Tasmania (TAS) and Victoria (VIC).

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

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

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

Our core services and activities

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

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

- investigations and prosecutions relating to compliance with the HVNL
- National Driver Work Diaries
- National Heavy Vehicle Accreditation Scheme (NHVAS)
- PBS vehicle design and access approvals
- heavy vehicle road access permit applications and national exemption notices
- heavy vehicle standards, modifications and exemptions.

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

INFORM, EDUCATE, ENFORCE

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



PROMOTING SAFETY FOR ROAD USERS AND THE PUBLIC.



IMPROVING PRODUCTIVITY AND EFFICIENCY.



ENSURING EVERYONE COMPLIES WITH THE LAW TO KEEP PEOPLE SAFE.

i Learn more about our 2024–25 performance against key safety, productivity, sustainability, and regulatory capability objectives – pages 12–37.

⁵ Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.



SCOs Georgia and Jamie at Broadford Heavy Vehicle Inspection Station, VIC.

Our people

Our diverse, committed workforce with 1,060 employees is central to the delivery of our services. Our workforce operates across the ACT, NSW, QLD, SA, TAS and VIC, with 44% of all employees working in on-road roles. We are committed to providing a safe and healthy environment for our employees and encourage their development through training and professional development programs.

[i](#) Learn more about our workforce – pages 32–37.

Figure 1. NHVR employees by state

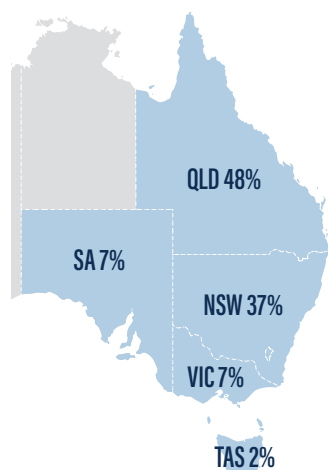
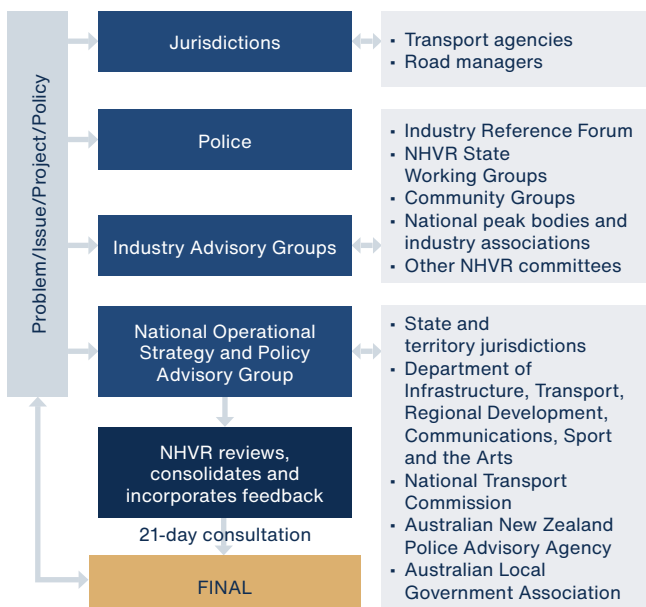


Figure 2. Our Stakeholder Engagement process



Our customers and stakeholders

As well as the responsible Ministers to whom we are accountable, our broad stakeholder base includes:

- the heavy vehicle road transport industry and its supply chains
- industry associations
- state and territory transport authorities
- Federal agencies and bodies including the National Transport Commission, AustRoads and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
- local governments and local government associations
- non-government road managers
- police agencies
- current and prospective employees and contractors
- third-party asset managers
- the community.

Reciprocal communication with our stakeholders provides dynamic 2-way engagement allowing us to respond to their changing needs and priorities while keeping them informed of our industry challenges and successes.

Our stakeholders actively participate, collaborate and provide input when we:

- propose changes or developments in policy, strategy, operations or legislation
- raise issues to support decision-making and satisfy competing interests
- plan new projects, programs or initiatives
- require more information or evidence for informed decision-making.

[i](#) Learn more about how we work with our diverse stakeholder group in our Stakeholder engagement section – pages 38–43.

OUR ENVIRONMENT

Challenges

Working together to overcome our national road transport challenges is vital for the enduring success of the heavy vehicle industry, the prosperity and wellbeing of our nation and our people now and in the future. These challenges include:

- reducing death and serious injury on Australian roads
- the growth and evolution of Australia's road freight task
- lessening the environmental and health impacts from the use of heavy vehicles
- the need to shift from road infrastructure asset preservation to optimisation
- increasing unplanned supply chain disruptions such as natural disasters
- the Australian Government's target of zero deaths and serious injuries on roads by 2050
- a national net zero emissions target by 2050.

Opportunities and actions


In response to Australia's heavy vehicle industry challenges, we are preparing for the future by:

- easing the burden of the road access permit regime on road managers and industry by supporting them to create additional networks for easier access by more types of heavy vehicles
- supporting road managers to grow a reliable and resilient network, to keep our industry moving and economy flowing in times of adversity
- offering the technology, tools, data and information our customers need to assist them in making faster, more consistent and better-informed decisions
- partnering with our stakeholders with an aim of reaching a national policy consensus that improves productivity and creates safer and more environmentally friendly outcomes
- fostering an environment that encourages newer, cleaner, and safer

vehicles onto the road, improving productivity, saving lives and reducing emissions

- working alongside our stakeholders to improve awareness and understanding of heavy vehicles and the freight task to bolster community acceptance and facilitate effective industry operations
- educating Australians on the shared responsibility of road safety
- ensuring that we give our people the right training and equipment to perform their roles efficiently and effectively
- delivering a workplace culture that attracts, supports and retains capable, experienced and professional people.

View our [Heavy Vehicle Productivity Plan](#) on our website to learn more about how we are actively leveraging opportunities and appropriately managing our key strategic challenges.

 Learn more about strategic planning in our Corporate governance section – pages 44–52.

Demand for road freight is forecast to continue to increase, with goods transport to regional Australia mainly by road rather than sea or rail. Source: Volvo



MESSAGE FROM THE CHAIRPERSON

It is with pride and optimism that I present the NHVR Annual Report for 2024–25, which not only chronicles our latest achievements during a truly transformative financial year but also sets the stage for an exciting future for Australia's heavy vehicle industry.

This year marks a significant moment for the NHVR as we warmly welcome Nicole Rosie as our new Chief Executive Officer, who joined us on 30 June this year. The Board and I eagerly anticipate the innovative direction and strong leadership Nicole will bring as we continue our vital work.

Her vision will be instrumental as we strive to become even more fit for the future for the ongoing success of the heavy vehicle industry. We look forward to a future of continued progress and positive impact under her guidance.

I also want to extend our heartfelt gratitude to Janelle van de Velde for her exceptional service as Interim CEO. Janelle's dedication and steady hand during this transitional period were invaluable, ensuring our operations continued seamlessly and effectively.

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

In just over a decade, the NHVR has successfully completed its transformation into a national regulator for heavy vehicles, consolidating regulatory services across 6 states and territories.

We are now the single, consistent point of reference for the HVNL across the Eastern seaboard, including SA and TAS.

Please see a summary of our key achievements for the year and our journey so far on page 10.

Defining our vision of the future

We established the Vision 2035 project to guide the NHVR's strategic research programs, set the direction for future organisational planning and create a future-focused picture of how Australia's heavy vehicle industry may evolve over the next decade and beyond.

In early 2025, the NHVR hosted a series of collaborative workshops with a broad range of stakeholders from across the country to identify key trends, opportunities and challenges that will help provide valuable insight into how best to address the evolving needs of Australia's heavy vehicle industry.

This major project will continue in 2026 equipping the NHVR and industry stakeholders with a shared vision for the future. Learn more about Vision 2035 on page 43.

Streamlining a maturing business

Our newly developed *Heavy Vehicle Productivity Plan 2025-2030* (HVPP) will ensure safe, productive, and sustainable heavy vehicle movements that enhance community liveability, while driving Australia's economy and supporting a resilient supply chain.

As we move forward, it is essential we continue delivering harmonised regulation and operations, while enhancing their effectiveness.

This new Plan builds on the success of our first HVPP released in 2020 and details how we will continue to adapt in response to the changing needs of the heavy vehicle industry, their customers and all Australians. You can view more details about our HVPP on page 23.

Safety remains our highest priority

Reducing fatalities and serious injuries from heavy vehicle incidents continues to be one of our most pressing challenges. In 2024–25, 190 lives were lost in crashes involving heavy vehicles – a slight decrease from the previous year.⁶

We are committed to working collaboratively with government and industry partners to continue this trend and make Australia's roads safer for everyone.

The importance of updating legislation

The current HVNL review process offers an important opportunity to ensure the new law is modern, flexible and fit-for-purpose.

The HVNL impacts almost everything we do at the NHVR and we will instigate regulatory solutions that:

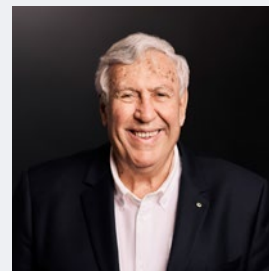
- improve safety for all road users
- support increased economic productivity and innovation
- simplify the law, its administration and enforcement
- support the use of new technologies
- provide flexible, outcome-focused compliance options.

After a lengthy review process, an updated HVNL will see the NHVR commence sector-wide engagement and education in the coming year.

Ensuring freight task continuity

Although the freight task continues to demonstrate resilience in the face of unplanned disruptions, heavy vehicles are becoming increasingly vulnerable to unreliable national road networks.

A more resilient freight task requires a coordinated approach, speed of responsiveness, route flexibility and an acceptance of controlled risks.



Our focus on proactive planning and data sharing, in consultation with road managers and emergency services, is crucial to the development of a suite of critical emergency networks and detours that can be readily activated to keep Australia moving in times of adversity. Learn more about how we are sharing data for improved industry productivity and reliability on pages 16–23.

My time as Chair

Since my appointment as NHVR Chairperson in October 2018, I have been honoured to witness the transformation of the NHVR into a modern regulator.

We have successfully delivered consistent regulation and operations in all relevant jurisdictions and continue to work closely with transport authorities in Western Australia and the Northern Territory to drive a significant program of reform across the nation.

We have also improved safety outcomes and empowered stakeholders with our inform, educate and enforce approach to compliance.

Despite the vast amount of work already done, we are continuing to adapt in response to the changing needs of the heavy vehicle industry, our customers and the Australian public to ensure we maintain our significant and positive impact on Australia's heavy vehicle industry.

On behalf of the Board, we congratulate the Executive Leadership Team (ELT) for their ongoing commitment and dedication to progressing a safer, more productive heavy vehicle industry for all Australians.

In addition, we wish to thank Robin Stewart-Crompton, who stepped down in October 2024 after serving as NHVR Board Member since his appointment in October 2012.

Finally, I would like to thank my Board colleagues for their contribution, valued wisdom and support - Julie Russell OAM, the Hon Patrick Conlon and Catherine Scott as well as Dr Gillian Miles who joined the NHVR Board in October 2024.

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

The Hon Duncan Gay AM
Chairperson

⁶ Bureau of Infrastructure and Transport Research Economics, Australian Road Deaths Database.

CEO'S REPORT

I'm pleased to invite you to view the NHVR Annual Report for 2024–25.

In the weeks leading up to my commencement as CEO on 30 June, I have been privileged to learn first-hand the important regulatory responsibilities, challenges and opportunities which define the NHVR's mission.

My commitment is unwavering in supporting our vision of a safe, efficient and productive heavy vehicle industry that serves the needs of Australia.

I'd like to offer my sincere appreciation to Janelle van de Velde for her exceptional leadership as Interim CEO prior to my appointment.

A safer industry and more sustainable future

This past year, the NHVR has demonstrated a strong dedication to achieving tangible progress and impactful change across the heavy vehicle industry, with a relentless focus on strengthening safety outcomes.

Our people are the frontline, ensuring compliance with industry safety requirements and this year we continued to assess and target the most important risks on Australian roads.

This was exemplified by our 2024 National Roadworthiness Survey (NRS) - the largest to date. Running for 12 weeks across all Australian states and territories, 9,082 vehicles (including 14,362 units) were inspected, with a non-compliance rate of 33% detected.

The 2 most common areas of non-conformity were brakes, followed by lights and reflectors, which remains consistent with previous survey findings. More information about the results of the NRS are available on page 15.

Targeted public safety campaigns such as the *We All Need Space* (WANS) continue to educate light vehicle drivers on how to share roads safely with heavy vehicles. This year, we ran 2 campaigns - *A Truckie Knows* which celebrated the vital knowledge and skills of truck drivers, while *It's Black and White* focused on safety around Oversize Overmass vehicles (OSOM).

The *Don't #uck With A Truck* (D#WAT) young driver campaign returned for its third year, with the impactful message of 'Being Dead Is Boring'.

These road safety campaigns aim to inform, educate and create positive behavioural change with motorists, to improve safety for all Australian road users - with research finding 86% of drivers exposed to the campaigns have driven more carefully around trucks as a result. Go to pages 18 and 40 to learn more about these campaigns.

We continue to improve safety by driving the uptake of a modern and safer

heavy vehicle fleet to reduce the likelihood and severity of crashes.

To boost heavy vehicle productivity, save lives and reduce emissions, the NHVR has supported significant reform of legislation, including the necessary evolution of the PBS scheme. In 2024–25, the NHVR reached a milestone of 33,499 PBS vehicles, with uptake more than double the average growth over the previous 5 years.

Using technology for a productive future

A crucial focus this year was the refinement of technology, tools, data and the information necessary to assist in making faster, more consistent, and better-informed decisions. By digitising technological solutions, the NHVR has continued to boost our operational capability and our effectiveness as a regulator.

Functionality enhancements to our online portal, NHVR Go, have provided improved data sharing opportunities with jurisdictions, in turn improving heavy vehicle productivity and efficiency.

We have expanded the range and depth of our digital service offerings to help centralise and harmonise previously disconnected services. A notable development was the release of the Historic Access Reporting Tool (HART) and the Access Permit Rapid Cost Benefit Analysis (Rapid CBA) Tool to road managers via NHVR Go in April 2025.

The HART saw the digitisation of more than 400,000 access permit applications, offering automated analysis and heat mapping abilities to uncover valuable access trends.

Our digital solutions also include Freight PASS and the Pavement Impact Comparison Calculator, which enable the comparison of more than 200 vehicle configurations across a freight task, with evaluations made against 14 different productivity, safety and sustainability measures, as well as 4 pavement wear measures. Together, they help our stakeholders pick the right vehicles for the right task.

Supported by customised training and education we have boosted the positive effect of these initiatives by promoting the many benefits offered by more productive vehicles. More information about how our digital improvements are improving productivity is available on page 21.

Improving our response to disasters

This year, the NHVR made significant strides in improving our response and adaptability to disasters, working alongside our stakeholders to keep heavy vehicles moving.

The ongoing efforts of our employees in collaboration with industry continues to ensure Australians have essential access to vital services.



This was particularly evident by our response to road network disruptions caused by natural disasters including Tropical Cyclone Alfred and widespread flooding in NSW. These events coincided with the establishment of a Disaster and Emergency Coordination Committee (DECC), with more information about the DECC available on page 29.

Furthermore, the NHVR actively engaged with industry to encourage improved road network design and usage to support road safety by providing input into infrastructure policy decisions that impact the heavy vehicle industry.

This work reflects our commitment to collaborating with stakeholders to deliver new and better ways of addressing the most pressing needs of the heavy vehicle industry, both now and in the future.

Supporting diversity and our workforce

I am encouraged by the positive and innovative culture across all levels of the NHVR. Ensuring we attract and maintain an engaged and cohesive workforce is key to our ongoing success as a regulator.

Our business is diverse and so are our people. We are developing a workplace that reflects the diversity of our wider community through a safe and inclusive environment where all People Matter.

We proudly welcome and respect people from a range of backgrounds, with a variety of expertise, ages, personalities and abilities because we believe our differences bring us together and make us stronger.

This year we implemented a range of initiatives designed to support workforce diversity and inclusivity including further actions as part of our Reconciliation Action Plan (RAP). Please view page 34 for further examples.

Joining the NHVR is a great privilege, and I look forward to working collaboratively with employees, industry stakeholders, government and our partner agencies to support our critical work to build a safer, more productive and efficient heavy vehicle industry.

I wish to thank the NHVR Board for their ongoing guidance as we continue to develop as a modern regulator. Thank you also to the NHVR team - your daily efforts improving the safety of all Australians are evidence of your commitment and dedication.

Nicole Rosie
Chief Executive Officer

KEY ACHIEVEMENTS FOR 2024-25

30 National and joint police/NHVR operations

89% of Contact Centre calls resolved at first contact

164,663 on-road intercepts⁷

39% increase in PBS units certified⁸

Our journey so far

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
EMPLOYEES (FTES)	180	138	167	184	245	311	384	416	432	838	994	1,060
CALLS TO CONTACT CENTRE	45,886	52,332	55,027	53,038	60,260	59,897	59,689	59,332	52,513	60,676	63,416	72,801
CALLS TO HEAVY VEHICLE CONFIDENTIAL REPORTING LINE			N/A				1,432	1,288	1,198	1,692	1,797	2,563
WEBSITE HITS ⁹	430,000+	550,000+	670,000+	926,000+	1.4 M+	1.7 M+	1.9 M+	2.2 M+	2.3 M+	2.2 M+	2.6 M+	3.4 M+
SOCIAL MEDIA REACH	N/A	N/A	1.6 M+	1.3 M+	2.6 M+	3.8 M+	6.7 M+	11.6 M+	24.7 M+	46.1 M+	44.6 M+	43.1 M+
PBS CERTIFIED VEHICLES	2,176	3,762	3,818	5,281	7,344	7,345	9,102	11,375	12,932	18,205	24,203	33,599
ACCESS PERMIT APPLICATIONS	N/A	N/A	14,800	22,824	23,335	55,496	68,013	78,622	117,886	143,950	151,380	174,662

Martins Stock Haulage participated in the NHVR Go promotional photoshoot in late 2024.

⁷ Total number of intercepts provided by Safety and Compliance Officers (SCOs) through the RCMS and Truckscan systems.

⁸ Individual units certified under the PBS framework during 2024-25 compared to 2023-24.

⁹ Website hits for 2024-25 include NHVR Go.

STRATEGIC, ENTERPRISE LEVEL OBJECTIVES

Our 6 strategic, enterprise level objectives introduced on 1 July 2024 (figure 3) aim to support the NHVR’s future direction.

The objectives guide our work and underpin our vision, providing an integrated approach for achieving our key statutory objectives – safety, productivity, sustainability and regulatory capability.

Our multi-divisional operational workstreams continue to boost our regulatory efficiency as well as our ability to achieve best practice in safety and customer care.

FEATURE

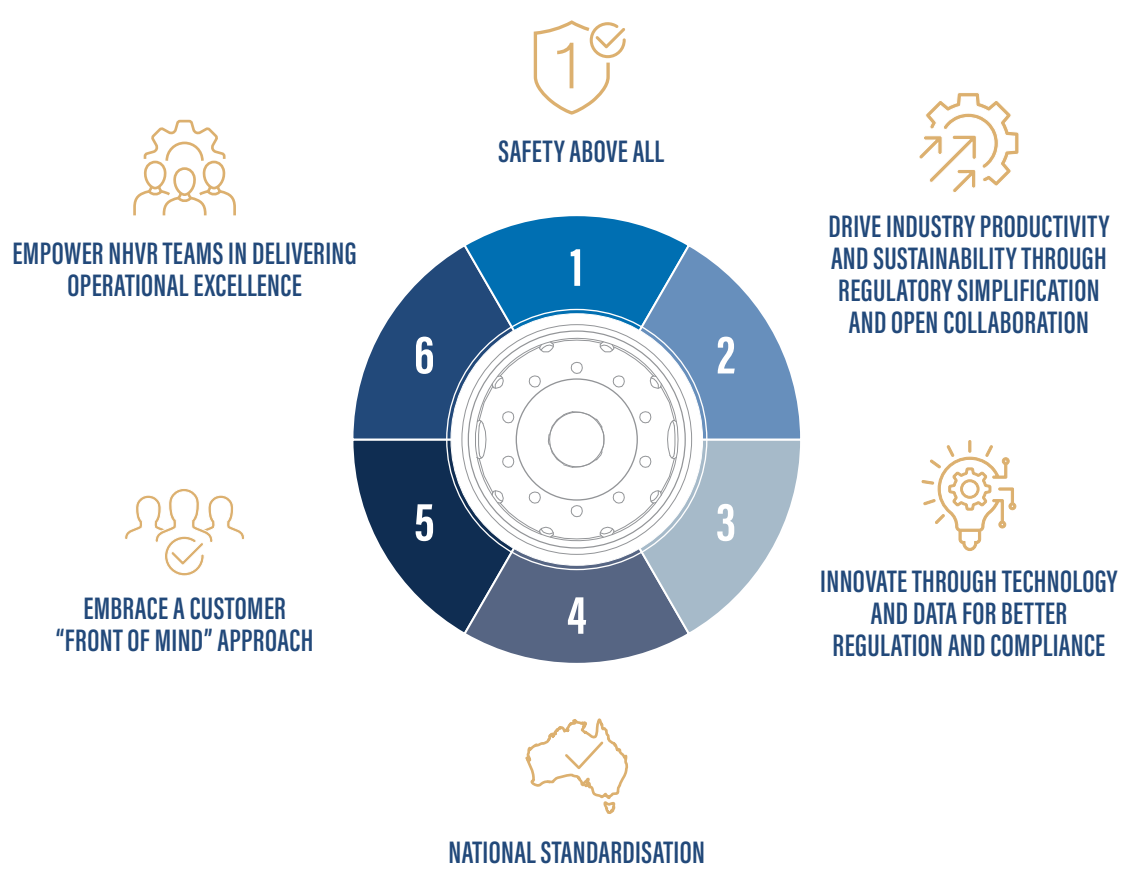
Supporting our key deliverables

Our key performance deliverables in 2024–25 and 2025–26 are aligned to each of these strategic enterprise level objectives as well as to the objects of the HVNL and to the [NHVR Statement of Expectations 2024–2025](#). The deliverables also reflect our approach to the performance of regulatory functions as outlined in the [NHVR Statement of Regulatory Approach](#).

You can find these key deliverables in the Safety, Productivity, Sustainability and Regulatory capability (Industry) and (Employees) in the following Our Performance section.



Figure 3. Strategic enterprise level objectives



OUR PERFORMANCE

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



SAFETY

Promote public safety.



PRODUCTIVITY

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



SUSTAINABILITY

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



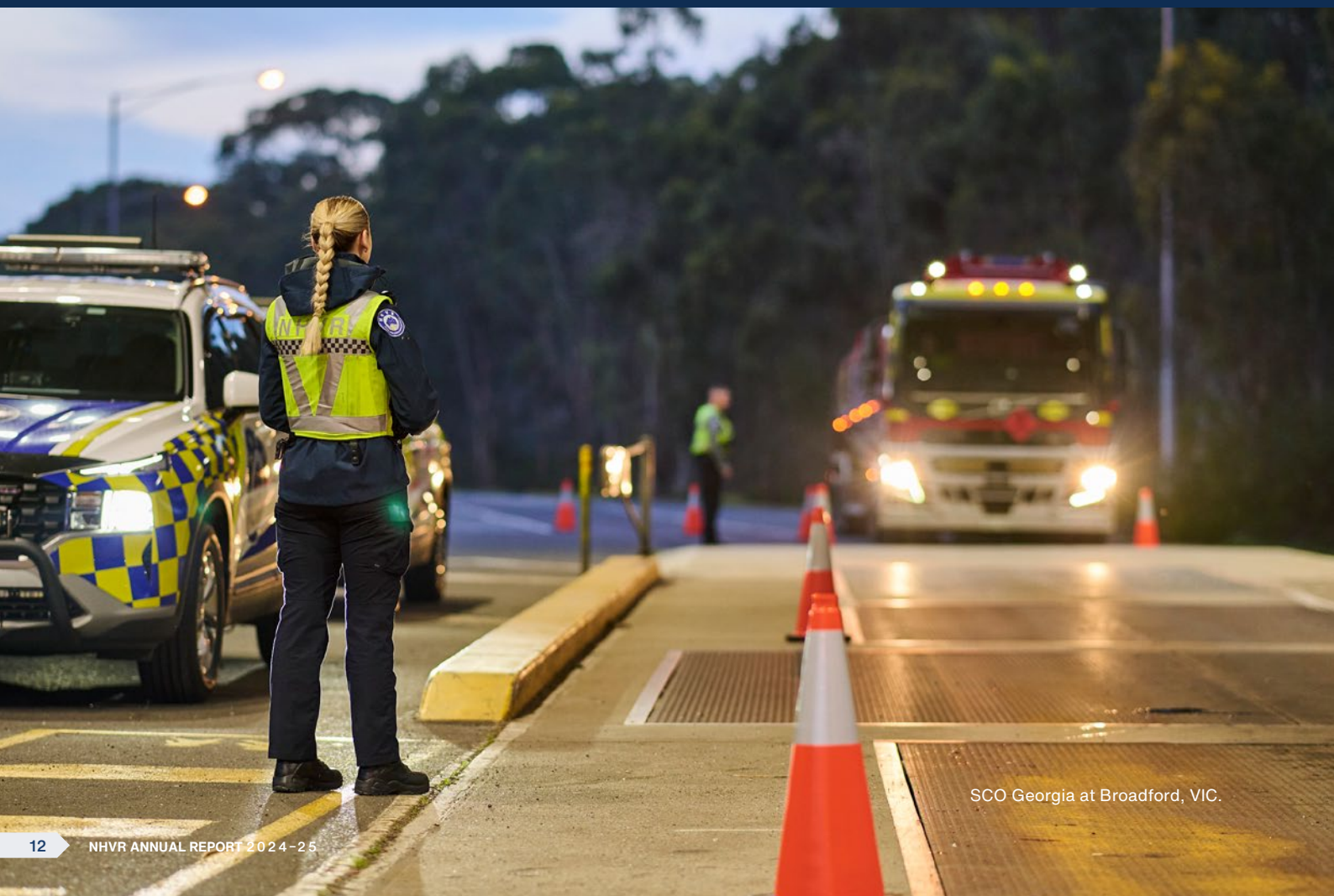
REGULATORY CAPABILITY

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

OUR PURPOSE

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

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



SCO Georgia at Broadford, VIC.

2024-25 PERFORMANCE AGAINST NATIONAL PERFORMANCE MEASURES

2024-25 Performance Indicators	Result	Target	Variance	Target met	Pages
SAFETY					
Number of hours of industry and community education: a. Undertaken through on-road intercepts ¹⁰	9,763 hrs	Baseline	n/a	n/a	14
b. Undertaken through stakeholder engagements ¹¹	478 hrs	Baseline	n/a	n/a	14
Number of risk identified duty holders whose safety practices has improved as a result of regulatory intervention ¹²	96	Baseline	n/a	n/a	14
Number of supply chain prosecutions and related actions ¹³	71.4% (12)	10%↑ (8)	+61.4%	☑	14
PRODUCTIVITY					
Number of network kilometres under statutory notice ¹⁴	6,080,792 km	Baseline	n/a	n/a	20
Number of statutory pre-approvals in place ¹⁵	8.4% (185)	5%↑ (179)	+3.4%	☑	20
Percentage of freight moved by PBS vehicles relative to the road freight task ¹⁶	6.6% (27.5%)	5% (25.8%↑)	+1.6%	☑	20
SUSTAINABILITY					
Gazetted networks for low and no emission heavy vehicles ¹⁷	127,229 km	Baseline	n/a	n/a	25-26
Fuel use required to perform same freight task with PBS vehicles compared to conventional equivalent	30.8% (306,486,501 L)	5%↓ (245,969,573 L)	+25.8%	☑	25-26
CO ₂ emitted to perform same freight task with PBS vehicles compared to conventional equivalent	30.8% (818,687 t)	5%↓ (657,034 t)	+25.8%	☑	25-26
Number of hours spent undertaking compliance and enforcement of heavy vehicles traveling on critical infrastructure ¹⁸	10,143 FTE hrs	Baseline	n/a	n/a	25-26
Average age of vehicles in the national heavy vehicle fleet (years)	0.1% (15.68)	2%↓ (15.4)	1.9%	⊗	25-26
REGULATORY CAPABILITY – INDUSTRY					
Percentage of access permits completed within 14 days	70%	≥80%	-10%	⊗	28
Customer satisfaction with NHVR ¹⁹	75%	≥75%	0%	☑	28, 30-31
Non-compliance rate of random intercepts versus the non-compliance rate of risk-based targeted intercepts	30.3%	Baseline	n/a	n/a	28
REGULATORY CAPABILITY – EMPLOYEES					
Employee engagement ²⁰	74%	≥75%	-1%	⊗	32
Percentage of payroll invested in training and development activities	1.0%	0.9%	+0.1%	☑	32
Total recordable injury frequency rate (TRIFR) ²¹	26.8	<8	+18.8	⊗	32
Percentage of completed (non-overdue) corrective and safety audit actions	69.8%	Baseline	n/a	n/a	32-33

Target figures represent predefined performance goals or benchmarks the NHVR aims to achieve within the reporting period to measure progress against National Performance Measures (NPMs). Targets with baseline figures represent initial data points used as a reference to measure change or progress against NPMs.

10 Intercept data recorded as hours of education provided by Safety and Compliance Officers (SCOs) through the RCMS and Truckscan systems.

11 Total education hours performed by the stakeholder engagement and the safety duties teams (not SCOs).

12 The number of Risk or Incident Exposed Duty Holders who have implemented and maintained controls to manage regulated risks because of regulatory intervention.

13 Number of defendants charged by the NHVR under Chapter 1A of the HVNL. Measured by the filing date of the charges.

14 Measures roads included as part of gazetted networks recorded in the National Network Maps.

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

16 Proportion of the road freight task performed by PBS vehicles (tkm) to the total road freight task (tkm).

17 Total network kilometres under notice and pre-approval for low and no emission heavy vehicles.

18 Critical road infrastructure assets are defined as road assets where the loss of the asset would lead to an unreasonable imposition on the community and freight industry. This definition includes bridges, culverts, roads and tunnels.

19 Percentage of website visitors rating their experience as 'Very satisfied' or 'Satisfied' via a pop-up survey.

20 Employee Survey facilitated in November 2024.

21 Does not include contractor/agency staff.

OBJECTIVE 1 – SAFETY

NATIONAL PERFORMANCE MEASURE 1

Reduced road trauma where the heavy vehicle is at fault.

Objective – Promote public safety					
2024–25 Performance Indicators	Result	Target	Variance	Target met	Page
Number of hours of industry and community education: a. Undertaken through on-road intercepts	9,763 hrs	Baseline	n/a	n/a	14
b. Undertaken through stakeholder engagements	478 hrs	Baseline	n/a	n/a	14
Number of risk identified duty holders whose safety practices has improved as a result of regulatory intervention	96	Baseline	n/a	n/a	14
Number of supply chain prosecutions and related actions	71.4% (12)	10%↑ (8)	+61.4%	✓	14

i More information about the above metrics is available on page 13 and the following pages.

As a modern, risk-based regulator, we harness data-driven insights to identify and address the most significant safety risks associated with heavy vehicles.

Through a balanced approach which combines information, education and enforcement, we work to foster a safer industry culture and influence the behaviour of all road users—ultimately aiming to reduce crashes, fatalities and serious injuries involving heavy vehicles.

Educating industry and the community

This year, we introduced a new NPM to effectively capture the NHVR's safety and compliance approach focused on inform, educate and enforce. This measure, referred to in the figure above, captures the total number of hours delivered to industry and the community to promote safety. It provides a view of on-road intercepts in addition to advice regarding regulatory obligations and Code of Practice (CoP) to ensure the supply chain are aware of their safety responsibilities via the capture of industry engagements with our Stakeholder Engagement and Safety Duties teams.

Industry education through on-road intercepts totalled 9,763 hours in 2024–25, performed during 164,663 intercepts.

This year, our Stakeholder Engagement team performed 451 hours of education through roadside information hubs, toolbox talks, industry forums and other events including site visits and field days involving more than 6,140 participants, while our Safety Duties team performed 27 hours of targeted education to almost 750 participants.

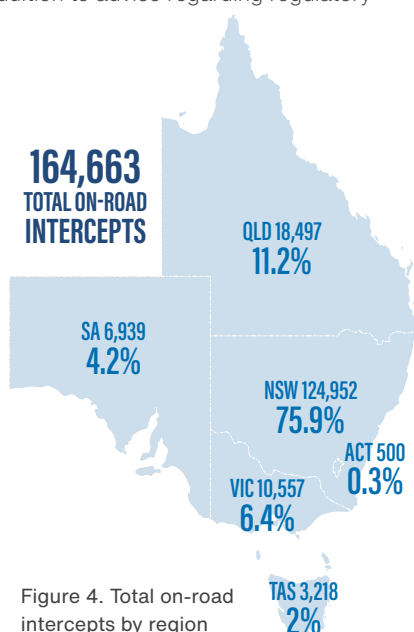


Figure 4. Total on-road intercepts by region

i Learn more about how we continue to inform and educate our stakeholders on pages 38–43.

Identifying duty holders posing the greatest safety risks

To capture the direct relationship between the use of a regulatory intervention and how it influences business safety operations, we measured the number of higher risk operators who have demonstrated issues with safety performance.

The number of Risk or Incident Exposed Duty Holders (REDs) who have implemented and maintained controls to manage safety risks because of our regulatory intervention were assessed through follow up visits by SCOs and the Investigations team.

We define REDs as duty holders assessed as meeting the necessary risk threshold through profiling or other triaging mechanisms. Our regulatory intervention includes targeted education via field visits, formal warnings, improvement notices, prohibition notices, enforceable undertakings and prosecutions.

This new measure allows the NHVR to track what types of interventions are successful in different situations.

Over the past year, 96 of the 171 duty holders we identified have improved risk scores. Improvement in safety outcomes from duty holders start from a particular regulatory intervention and are calculated as a decrease in the operator's risk score in respect of the safety issue each quarter.

Improving safety through supply chain prosecutions and related actions

A total of 12 supply chain prosecutions and related actions were instituted in 2024–25 (compared to 7 the previous year).

This NPM aligns to our safety and compliance approach to inform, educate and enforce, by ensuring that all parties across the supply chain are aware of their obligations under the NHVR and held accountable for managing heavy vehicle safety risks.

By commencing an increasing number of prosecutions against a variety of parties in the Chain of Responsibility, we aim to change the behaviour of those who breach their Safety Duties, punish those who commit offences and deter others from offending.

Delivering targeted national operations for improved safety

The 2024 National Roadworthiness Survey (NRS) resulted in 9,082 mechanical inspections conducted at over 450 locations.

During the year, we conducted 4 national compliance operations in response to identified risks including fatigue.

National Operation Omega I, a nighttime operation focused on fatigue, was conducted over 15 days starting on 1 December 2024. A total of 4,524 on-road intercepts were undertaken nationally with police agencies from QLD, NSW, TAS and SA participating in the operation. The national non-compliance rate (NCR) for the operation was 22.5% across all offence categories with the driver fatigue NCR being 4.1%.

National Operation Solstice, a national bus operation, saw deployments between 17 February 2025 and 16 March 2025. The operation was developed in response to an increase in fatal bus crashes nationally. The operation involved police agencies from NSW, TAS, SA and VIC. A total of 2,253 intercepts were conducted nationally, resulting in an NCR of 18.8% across all offence categories with higher levels of non-compliance detected in QLD and VIC. The operation included an extensive media campaign and industry engagement sessions conducted by our Stakeholder Engagement team.

National Operation Omega II was developed as an extension of National Operation Omega I, again targeting nighttime fatigue non-compliance. The operation, conducted between 11 and 17 April 2025, resulted in 2,985 intercepts. The national NCR (all offences) was 24.9% with a fatigue NCR of 4.4%.

In April 2025, the National Operations Planning Group (NOPG) met to determine the operation focus for 2025–26. With representatives from the NHVR, state policing agencies and non-participating jurisdictions (Western Australia and the Northern Territory), the NOPG allowed representatives to review identified risks and pinpointed the highest risk areas most common across the country.

During this meeting, 4 risk areas (i.e. fatigue, vehicle standards, mass dimension and loading) were identified for targeted national operations. These will be developed in consultation with partner agencies. During operational design, we will also engage with relevant industry associations. Targeted media campaigns will be launched along with the various on and off-road enforcement activities.

Operation Solstice will see #NHVR officers and police conduct roadside inspections on buses, checking for safety issues, ensuring vehicles are maintained and mechanically safe, and making certain drivers are fit to drive and are complying with fatigue laws.

NHVR Operations Manager (Southern QLD) Jarrod Wilson said, "You carry the most precious cargo we have, so your passengers should always be forefront of your mind."

More info from **7NEWS Australia**



SCO Brad performing a bus inspection at Marulan HVSS – Our on-roads teams target a range of critical compliance areas including ensuring buses are properly maintained and mechanically safe, and that drivers comply with work and rest requirements.

FEATURE

Our largest National Roadworthiness Survey (NRS)

In our largest-ever health check on Australia's heavy vehicle fleet, the 2024 NRS ran for 12 weeks across all Australian states and territories.

A total of 9,082 vehicles and combinations were inspected containing 14,362 units, revealing critical insights into the nation's heavy vehicle industry. On average, this meant that our Safety and Compliance Officers (SCOs) inspected 103 heavy vehicles each day.

Completed on 11 October 2024, 33% of units inspected were found to have at least 1 non-conformity, which is a small but statistically significant increase from 31% in the 2021 NRS.

Overall, 75% of units passed inspection. This outcome remains stable in comparison with the 2021 NRS result and reflects a strong improvement since the 2016 benchmark survey result of 55%.

The most common non-conformity across metropolitan and regional Australia was brakes, followed by lights and reflectors. Structure and body, engine driveline and exhaust, in addition to steering and suspension, were also in the top 5 most common areas of non-conformity. Non-conformity remained consistent compared with the earlier survey across almost all areas.

Importantly, the NRS results allow us to see where the NHVR and industry are driving improvements in safety and where more attention is needed to focus our regulatory efforts and future safety initiatives.

For more information, read a [summary of findings](#) or view the full [NRS report](#) on our website.



SCO Shayne at HVIS Daroobalgie NSW, instructing a driver for a heavy vehicle inspection.



SCO using RCMS to record vehicle, driver and intercept details.

Sharing data for consistent on-road compliance

The Regulatory Partners Program (RPP) was developed to understand specific risks and achieve a shared view about compliance under the HVNL. To achieve this, we continue to progress the RPP initiative by sharing regulatory intelligence, risk assessments and compliance data with police agencies across the country.

After a successful trial period last year, our Regulatory Compliance Mobility Solution (RCMS)²² continues to be utilised by SA Police (SAPOL) and VIC Police (VICPOL) ensuring regulatory partners share up-to-date information on emerging and active risks under the HVNL.

Discussions with the NSW Police (NSWPF) and QLD Police (QPS) are in progress for data sharing and the use of RCMS. We will seek to finalise data sharing agreements with NSWPF by the end of 2025 and QPS data by early 2026. Further enhancements undertaken on current data sharing arrangements with VICPOL will also be completed by the end of 2025.

During the year, the NHVR responded to 591 requests for HVNL risk information from police agencies and regulatory partners nationally. We also provided 4 intelligence briefings in support of national joint operations with police agencies.

In addition to the 4 national operations, our On-road teams participated in 26 joint police/NHVR operations at state and local levels. These operations targeted a range of HVNL and geographically based risks, including fatigue, loading and mechanical.

Roadside camera expansion strengthens safety outcomes

The mobile Automatic Number Plate Recognition (ANPR) program has continued to expand and the NHVR now utilises 50 mobile ANPR enabled assets nationally.

The program assists us to understand the national heavy vehicle footprint as well as facilitate the interception of potentially high-risk journeys.

Work has commenced on a new Camera Enforcement Framework that incorporates existing camera technology and future technological opportunities to provide a modernised, integrated approach to camera-based enforcement activities incorporating fixed and mobile cameras.

Increasing the adoption of modern safety and compliance solutions

The introduction of ANPR technology across our Central Region saw 3 NHVR vehicles suitably modified and ANPR training delivered to relevant employees. This technology enhances heavy vehicle movement monitoring across the area, helping to detect regulatory avoidance and improve regulatory compliance.

A review of Electronic Work Diaries (EWDs) continues with streamlined application processes, of both applications from operators to utilise EWDs and suppliers seeking to have EWDs approved for use by the NHVR, now in place. The review will aid in boosting the adoption of EWDs across the industry.

Investigating allegations of serious and systemic offending

Throughout the year, we continued to act upon alleged breaches of the HVNL based on referrals from internal and external stakeholders. In total, 77 investigations were triaged for investigation. A review of the current triage process and framework is ongoing and will be completed by the end of 2025, in addition to an Investigations Unit restructure. A review of the triage scoring system is currently underway to ensure that it remains effective.

Confidential reporting of safety issues

Our Heavy Vehicle Confidential Reporting Line (HVCRL) provides the first point of contact for anyone in the heavy vehicle supply chain who wants to report operational safety issues relating to heavy vehicle transport activities. This year, we received a total of 2,563 calls to the HVCRL, resulting in 1,199 reports, with an average of 22% of these reports investigated further.

Measuring improvements in safety performance following regulatory interventions

The NHVR undertakes a range of regulatory interventions designed to change the behaviour of parties who present a risk to the community through their actions. A framework was developed to understand the rate of recidivism across the heavy vehicle industry to measure the effectiveness of these interventions.

SCOs setting up our ANPR camera trailer in SA.



²² RCMS is cloud-based mobile application used by NHVR on-road SCOs during heavy vehicle intercepts to complete risk profiling and targeted enforcement. [Regulatory Compliance Mobility Solution | NHVR](#)

The #NHVR has updated the 2025 Load Restraint Guide.

The 2025 guide has been refreshed, with updated imaging and formatting, to make it more user friendly and increase usability. The core content of the Load Restraint Guide remains unchanged from the 2018 version, which is still valid for use, however the NHVR encourages the use of the updated guide.

The 2025 Load Restraint Guide can be downloaded here 📄 <https://lnkd.in/g2wPhBaE>

The NHVR is also commencing a review, offering industry the opportunity to consult with industry experts and shape the next edition of the Load Restraint Guide by visiting 📄 <https://bit.ly/4kFfjeO>



Automation of data capture remains critical for consistent and reliable reporting. Once this is fully established, recidivism reporting will be implemented and evaluated to enable a range of relevant strategies to be developed in line with our regulatory priorities in the coming year.

Undertaking assurance checks for providers carrying out regulatory functions on behalf of the NVHR

We continued to undertake assurance activities with NHVAS auditors. A focus on improving communication and capability was received positively with high engagement levels.

Work will continue next year with an ongoing focus on auditor compliance and capability, which is essential to preparing NHVAS auditors for the transition into the forthcoming new accreditation scheme as part of future HVNL changes.

The assurance program for Registered Training Organisations providing fatigue training also commenced this year and has delivered a range of improvement recommendations including a redesign of fatigue training modules. This program will continue to roll out in 2025–26.

We also focused on developing an assurance framework for Performance Based Standards (PBS) assessors and certifiers this year. This began with the development of draft processes to establish the criteria for certifier and assessor approvals.

The draft framework will be implemented with all approved certifiers and assessors from July 2025. Utilising engagement sessions, implementation will outline the expected program and provide opportunities for industry to ask questions and give feedback on the program.

Engagement and subsequent feedback will inform the finalisation of the PBS assessors and certifiers audit requirements and guide our proposed schedule that will see the program roll out to a significant proportion of the certifiers and assessors in 2025–26.

Delivering a prioritised program of industry advice

We continued to support industry by building regulatory knowledge, advice and guidance for industry. During 2024–25 we published:

- 4 additional items of regulatory advice, providing specific information on the NHVR's expectations on how to manage issues related to the Primary Duty and Chain of Responsibility obligations under the HVNL. We now provide advice on 30 topics for industry.
- 81 items of regulatory guidance on our website, ensuring information remains current and easy to understand. Covering vehicle standards, loading, load restraint, mass and dimension requirements, we have now reviewed and updated where required, over 123 documents, with an additional 41 scheduled for review next year.
- 9 more loading guides, providing focused practice information to build an understanding of good load restraint practices. Over 20 pieces of load restraint guidance are now available to industry.
- a refreshed Load Restraint Guide was released in June 2025.

You can view the [Load Restraint Guide](#), [regulatory advice](#) and our [loading guides](#) on our website.

Supporting industry to understand their safety duty obligation

Building understanding of the Primary Duty and Chain of Responsibility (CoR) obligations under the HVNL continued to improve compliance and road safety during 2024–25. We delivered 50 CoR awareness sessions, reaching over 1,250 company executives and senior leaders to make them aware of the Primary Duty and their obligations as leaders.

We also delivered 9 general awareness sessions to over 200 industry participants to raise understanding of the requirements of the Primary Duty and CoR.

A suite of template training materials was developed and circulated to over 80 Registered Training Organisations who deliver the *TLIF0009 Ensure the safety of transport activities (Chain of Responsibility)* unit of competency, promoting consistency in training for industry participants.

CASE STUDY

Primary Duty prosecution

By effectively targeting upstream Chain of Responsibility (CoR) duty holders we aim to improve industry compliance and reduce the impact of unsafe practices.

Primary Duty prosecutions of a company and its 3 directors resulted in the company being convicted of a Category 1 Primary Duty breach and fined \$180,000. Each director was also fined individually.

The investigation stemmed from SCOs identifying multiple mass breaches attributable to the company over a period of 3 months. No manifestation of the risk of the overloaded vehicles occurred.



Promoting young driver safety at Street Smart High, Darwin.

Educating light vehicle drivers on how to share the road safely

The *We All Need Space* (WANS) road safety campaign was developed to provide light vehicle drivers with practical tips on how to safely share the roads with heavy vehicles.

Launched in 2025 in partnership with the Collingwood Football Club, the 'It's Black and White' WANS campaign raised public awareness on what to do and how to stay safe when approaching Oversize Overmass (OSOM) heavy vehicle movements.

The *Don't #uck With A Truck* (D#WAT) young driver campaign returned for its third year in 2024 with 'Being Dead Is Boring' – a campaign co-created with L and P Plate drivers from around the country that informed and educated young drivers of the potentially catastrophic consequences of not giving trucks the space they need when on the roads.

As part of the D#WAT campaign, we attended a range of events targeting young drivers across Australia including bstreetsmart Sydney, Smart Street High Adelaide, Schoolies (Gold Coast), UQ Orientation Week (Brisbane), Deakin University Orientation Week (Melbourne), Street Smart High (Darwin), The Depot (Brisbane Truck Show) as well as an array of industry, local community and police services events.

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

Move as far as they can to the left.
 Prepare to follow directions from pilot and escort vehicles (they'll have magenta or amber flashing lights).
 Be patient.
 Only pass the SUPERLOAD when instructed to do so – this may be to the left or right of the load.
 Switch to Channel 40 on their UHF radio for instructions.

It's Black and White: We All Need Space. Stay Safe Around SUPERLOADS. Learn more about the campaign here <https://lnkd.in/gpcB3TjP>

CASE STUDY

Being Dead Is Boring campaign

The NHVR launched its third iteration of *Don't #uck With A Truck* in 2024, titled 'Being Dead Is Boring'.

The campaign brought L and P Plate drivers together from around the country, to help co-design the road safety initiative and ensure our messages reached and resonated with the young driver audience.

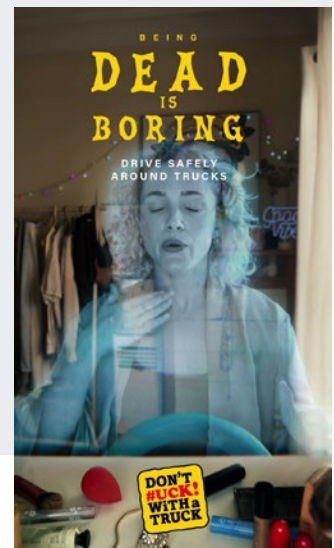
Through the valuable insights gained from collaborating with young drivers, Being Dead Is Boring turned the traditional road safety formula on its head, by reframing death as the ultimate buzzkill.

Taking a TikTok first approach, the campaign tapped into popular trending social media content and turned the ghosts of social media influencers into an educational and FOMO-fuelled warning to other young drivers.

The campaign's performance exceeded expectations, with the videos achieving 12M+ views and 54K+ engagements across TikTok, Instagram and YouTube. Further supported with a Westfield activation, hundreds of young drivers got behind the steering wheels of driving simulators to learn firsthand how to safely share the road with heavy vehicles.

Most importantly, 84% of participants agreed the campaign provided them with important information for staying safe around heavy vehicles, 95% said they would be more mindful when sharing the road with heavy vehicles and 78% wanted to see more educational government advertising like this in the future.

115,497 FOLLOWERS
829 POSTS
41,385,392 IMPRESSIONS
1,252,809 ENGAGEMENTS
93,167 LINK CLICKS
19,278 TOTAL MESSAGES RECEIVED



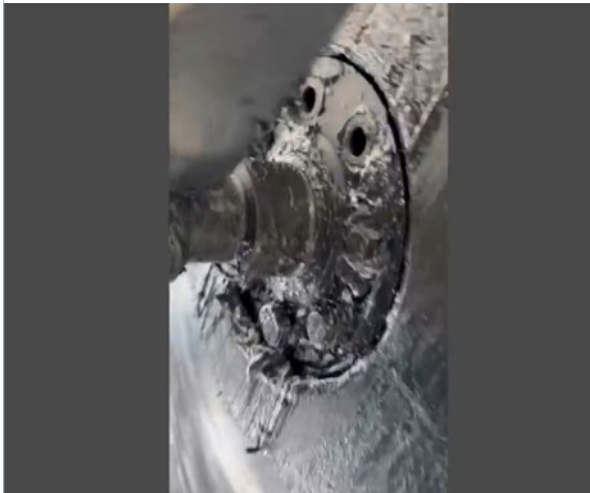
Below: Our 'It's Black and White' safety campaign pop-up at the MCG in Melbourne.



This fuel tanker had an un-hitched day – presenting for a heavy vehicle inspection and revealing several mounting fasteners had broken away, whilst the remaining fasteners were found to be loose. The trailer was issued a major defect notice and directed to be floated away on an authorised tow vehicle.

Without regular maintenance, pre-start checks, and inspections from the NHVR's Safety and Compliance Officers, non-compliant vehicles like this could cause potentially catastrophic incidents on the road. 🚨

Access the NHVR heavy vehicle daily checklist here as we work to make the industry safer ➡️ <https://lnkd.in/gknEAq-v>



Adopting Codes of Practice to manage operational risks

This year, an additional 2 industry Codes of Practice were registered under the HVNL after substantial development and consultation with industry stakeholders. The Mobile Crane Code was registered on 12 August 2024, and the Wine Industry Code of Practice was registered on 20 December 2024. The Log Haulage Code of Practice will be registered in July 2025.

These focused codes will continue to support industry manage operational risk and provide information about good practice, ensuring improved industry specific safety.

Improving on-road workplace health and safety

A catalogue has been developed to provide On-road teams with access to critical workplace health and safety (WHS) information for intercept and inspection sites.

This catalogue is located on a national site and is designed to enhance employee and customer safety by supporting consistent operational practices across regions. Our key achievements include:

- Creating a centralised resource to ensure On-road teams can easily access WHS information specific to each site.
- Progressing work to harmonise documentation on the site to include critical WHS materials, such as a standardised 2-page vehicle movement plan, standard operating procedures, and emergency response plans for each location.

These initiatives are contributing to improving employee safety and supporting the seamless delivery of cross-border operations.

Our 2025–26 safety deliverables

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

- Deliver targeted national operations to address identified risks, including the National Roadworthiness Survey and operations evaluation reports.
- Investigate allegations of serious and systemic offending and respond effectively to serious safety risks.
- Increase the rate of adoption of technologically or system-based safety and compliance solutions to mitigate identified safety risks.
- Influence upstream CoR duty holders to improve compliance and reduce the impact of unsafe practices.
- Systematically measure improvements in safety performance following regulatory interventions.
- Improve the national operations of our roadside cameras to strengthen safety outcomes.
- Share data with police agencies and regulatory bodies to deliver better information about heavy vehicle safety risks and a more consistent approach to securing on-road compliance.
- Undertake assurance checks for providers carrying out regulatory functions under the HVNL.
- Continue to deliver a prioritised program of industry advice that covers all regulatory areas, including Regulatory Advice and Loading Guides.
- Assist industry to understand and comply with their safety duty obligations through a review of our educational resources, tools and the delivery of a relevant corporate and executive engagement program.
- Partner with state and territory transport authorities to continue to develop and deliver campaigns educating light vehicle drivers about how to share the road safely with heavy vehicles.
- Continued support for developing and updating Codes of Practice under the HVNL as a method of managing operational risk, providing information about good practice, and ensuring safety.
- Undertake statistical and economic analysis of heavy vehicle crashes to inform crash avoidance initiatives targeting the greatest network safety risks.
- Enhance the Operator Regulatory Performance Program in NHVR Go.
- Undertake the Operator Intervention Program to address identified risks across operators' activities and other parties in the supply chain.
- Develop a revised system and process for the regulation of data-initiated investigations (i.e. camera enforcement, telematics).



A new Heavy Vehicle Inspection Site opened at Ballimore on the Golden Highway, NSW in early 2025. This station was funded by the Australian and NSW governments and is operated by our On-Roads teams.

OBJECTIVE 2 – PRODUCTIVITY

NATIONAL PERFORMANCE MEASURE 2

Improved end-to-end heavy vehicle network connections and reduced permit requirements.

Objective – Promote industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles.					
2024–25 Performance Indicators	2024–25 Result	Target	Variance	Target met	Page
Number of network kilometres under statutory notice	6,080,792 km	Baseline	n/a	n/a	20
Number of statutory pre-approvals in place	8.4% (185)	5%↑ (179)	+3.4%	✓	20
Percentage of freight moved by PBS vehicles relative to the road freight task	6.6% (27.5%)	5% (25.8%↑)	+1.6%	✓	20

[More information about the above metrics is available on page 13 and the following pages.](#)

Australia’s rapidly growing road freight task is placing increasing demands on the freight network, challenging the heavy vehicle industry to transport goods efficiently and cost-effectively.²³

We are collaborating with industry and governments to support a unified national approach to manage the impacts of this growth. By leveraging data, technology, policy and innovative practices, we aim to deliver productivity gains for transport authorities and the road freight sector.

Through improved access to information on infrastructure conditions and network demand, we’re empowering road managers to make informed access decisions and encourage the adoption of alternative access solutions - helping to streamline processes and reduce regulatory burdens for industry.

Improving network connectivity and productivity

This year, the NHVR oversaw more than 6 million kilometres of roads as part of gazetted networks recorded in the National Network Map. This new measure replaces the number of national notices issued NPM, providing a more accurate representation of gazetted or “as of right” network access based on the quantity of roads and end-to-end networks available (i.e. state and local roads).

Network expansion as a result of the NSW network transition to NHVR instruments and the general expansion of networks in VIC and SA contributed to an increase in this reporting year of more than 39% of gazetted network access since 30 September 2024.

New pre-approvals received for gazetted networks, regardless of whether they are replacing existing pre-approvals (expiring or replacements) or due to expire, increased by 8.4% this year, totalling 185 pre-approvals. This result was 3.4% higher than our NPM target increase of 5%.

This NPM will continue to be important as instant pre-approval functionality becomes available to road managers and industry via the NHVR Portal.

Boosting productivity with PBS vehicle uptake

A series of new PBS measures were incorporated this year to allow improved measurement of the impact of safer and more productive vehicles engaged in the freight task that have been approved under the statutory PBS scheme.

Accounting for registration variation throughout the year, and vehicle down time (e.g. due to maintenance), the number of PBS vehicles on 30 June 2025 was 23,416 compared to 18,262 vehicles the previous year. PBS vehicles make up approximately 27% of the total road freight task (BITRE Report 154) or 72.2 billion tonne kilometres (up 6.6% from 30 June 2024). The average kilometres of PBS vehicles this year was 165,455km, an increase from 158,635km on 30 June 2024.

The average payload (50% productivity) for PBS vehicles is 18.6t (compared to 18.5t on 30 June 2024).

High productivity 30m PBS A-double. Source: Tefco Trailers



²³ Bureau of Infrastructure and Transport Research Economics (BITRE) Forecasts bitre.gov.au/forecast



With OSOM vehicle movements on the rise, we continue to refine escort procedures as well as implement capability uplift programs and public safety awareness campaigns for better safety assurance.

Developing data-initiated investigations

A Telematics Compliance Framework was implemented to provide transparency to industry on our approach to obtaining and using data from intelligent access programs.

The framework details how we identify risk and the corresponding compliance options relating to the journeys of vehicles enrolled in a telematics scheme.

Ongoing development work will help us determine the most appropriate software platforms for non-compliance detection using camera and telematics products.



Implementing a network expansion program to reduce permit volumes

In collaboration with road agencies, we have reached an agreement to extend networks based on jurisdictional requirements, which include various tranches of work governing road access for Oversize and Overmass (OSOM) vehicles, Performance-Based Standards (PBS) combinations, livestock road trains and other combinations based on permit numbers. An example of this work is the development of a NSW notice for zero or low-emission heavy vehicles.

We processed over 33,000 network update requests during the year, along with more than 300 pre-approvals to determine their suitability for inclusion in existing gazetted networks.

As road managers become more acquainted with the Network Update Request process and the National Network Map, we anticipate increased use of gazetted networks for heavy vehicle access rather than road managers utilising pre-approvals to provide consent for access permits. To ensure road managers have the necessary support, we have delivered tailored training sessions on how to effectively use national network mapping tools. We have also provided strategic support to identify new opportunities for road network gazettal, ensuring alignment with regulatory objectives and operational efficiency.

We are also continuing work on improving reporting tools using data extracted from NHVR Go and the National Network Map to support a more efficient method for identifying future opportunities.



CASE STUDY

NHVR Go

Formally known as the Portal, NHVR Go was launched in April 2025.

The rebrand helps demonstrate our commitment to providing a single, digital platform for customers to access our growing number of tools and services for industry to support safety and productivity, including:

- the National Network Map
- access permits
- accreditation
- PBS approvals
- compliance information.

After an initial meeting to establish core concept requirements for enhanced operator information in NHVR Go, design of a performance module has commenced, with consideration given to data analytics and technical build requirements.

In 2025–26, we expect additional features including increased automation of road manager consent and improved integration of permits to the Route Planner will be added. At 30 June 2025, we had 82,197 registered NHVR Go users.

NHVR Go is the heavy vehicle hub driving you forward.

The #NHVR's digital platform houses our trucking industry tools and services, such as the National Network Map, to:

- 🚛 Provide a list of eligible vehicles linked to networks (excluding WA, NT and Tas)
- 🚛 Allow operators to receive notifications about network changes
- 🚛 Ensure consistency of conditions where appropriate
- 🚛 Enable greater visibility of how neighbouring, or other road managers, determine network access.

But it doesn't stop there! Visit the NHVR Go webpage for more information

<https://www.nhvr.gov.au/go>





CASE STUDY

Putting reliable, high-speed connectivity on the road

This year, we piloted Starlink-equipped NHVR compliance vehicles in NSW to restore dependable broadband in fire-affected and remote corridors where terrestrial mobile networks have struggled.

With inspections relying on connected applications for roadside compliance, digital map layers and cloud-based guidance materials, SCOs often revert to manual processes when coverage is lost, thereby slowing freight and increasing risk at the roadside.

Starlink's low-Earth-orbit constellation provided fibre-like speeds almost anywhere, allowing our teams to work exactly as they do in high-coverage metropolitan areas.

Low-profile "Flat High-Performance" Starlink antennas were fitted to 2 pilot vehicles in Bega and Wollongong, along with purpose-built mounting brackets and 12-volt power integration to meet vehicle safety standards. On-board Wi-Fi routers were also secured inside lockable equipment drawers.

Early results from the trial are positive, including:

- **Productivity gains** – allowing full access to web-based systems at previously inaccessible sites such as Nimmitabel and Bodalla. Digital workflows—licence checks, defect photos and instant database look-ups—now proceed without returning to town or tethering to mobile phones.
- **Continuity of roadside services** – enabling officers to reopen intermittent checkpoints and spread enforcement presence more evenly across the Princes Highway corridor. This reduced heavy-vehicle detours by up to 45 kilometres in some cases.
- **Improved SCO experience** – providing "office-grade" bandwidth for routine tasks such as compliance training and incident reporting meant work could be completed during scheduled rest breaks rather than after hours.

Left: SCO Braden from QLD uploads inspection data via a Starlink-equipped trial vehicle. Top right: trial vehicles feature a self-sufficient roof with a low-profile satellite antenna and solar panel to supply continuous power and internet during remote operations. Bottom right: the mobile command work bay is fitted with a Starlink kit, network router and power supply.

Mounting kits were refined in consultation with NHVR Engineering to ensure unobstructed airbags, secure cable routing and no impact on driver vision. Installation guidelines developed during the trial are now part of the NHVR vehicle fit-out manual, streamlining future deployments.

"Having broadband where we once had none, means we can set up temporary sites again, instead of waving trucks through. That's better for industry compliance and better for road safety." Senior Compliance Officer, Bega

Looking ahead

User training to reinforce best-practice sign-on procedures, Wi-Fi hand-off settings and device prioritisation will be adopted with future expansion.

Minor enhancements are already scheduled with our Digital Solutions team.

A cost-benefit review, factoring subscription fees, installation time and productivity savings, will be completed next year to inform future rollout decisions.

If the final evaluation confirms current performance, Starlink will become a key enabler of the NHVR's connected officer roadmap, ensuring every frontline officer – urban or regional – has the same digital tools at their fingertips.

By harnessing emerging technology to bridge Australia's connectivity gaps, we continue to modernise heavy-vehicle regulation and keep freight moving safely and efficiently for all road users.

Prioritising access notices

Heavy vehicle access through statutory notices continued to be a preferred method for accessing road networks for industry. Notices fall into 3 categories – renewals, amendments and new.

We have now published over 40 notices under the HVNL across these 3 categories, including instruments addressing emergencies caused by adverse weather events to assist with freight movements and to support response and recovery efforts from the Australian Defence Force.

The review of the HVNL is driving changes to existing notices and we continue to analyse potential impacts. The introduction of low-emission diesel engines, which require an additional

0.5 tonnes of mass (Euro 6), is 1 of these. Preliminary findings indicate that we have approximately 60 notices that require engagement with road managers to obtain their consent to increase the mass limits by 0.5 tonnes.

We continue to provide transparency in the work we do by publishing the notice renewal work program on our website and continue to engage with industry on matters that affect safety and productivity. Industry-led policies include the development of a notice to support the transport of utility poles for maintenance, repair, and emergency replacement, as well as supporting the transport of agricultural combination trailers and extending access to container platforms at the Port of Melbourne.

Supporting road managers for improved access decision-making

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

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

We published 4 eLearning modules for road managers on our website via the SLGAAP this year. Modules covered road manager responsibilities under the HVNL, an introduction to bridges and culverts, bridge and culvert interactions with heavy vehicles and how best to use the SLGAAP assessment report to support access decision-making.

An advice paper detailing the data collection requirements for structural assets to support the National Automated Access System was developed for use in SLGAAP.

The SLGAAP Route Capability Assessment Guideline was completed prior to December 2024 to help local governments carry out whole-of-route assessments for heavy vehicles.

Post-assessment reviews with all participating councils facilitated a better understanding of the assessment results and their application to future access requests. A review found local authority road managers identified that:

- 60% of council survey respondents agreed SLGAAP training has improved bridge and culvert heavy vehicle access knowledge and skills
- 98% of council survey respondents found SLGAAP guidance material useful
- 50% of council survey respondents adopted SLGAAP guidance in some way.

Promoting network enhancement and expansion

A total of 351 asset assessments were completed this financial year, taking the cumulative total to 1,092 across the program. An additional 729 asset assessments are scheduled to be undertaken in Phase 3.

The SLGAAP team developed asset assessment plans, guidance and a template to enable local government data collection for the National Automated Access System next year, which was accepted for use by the Australian Government and the national SLGAAP coordination committee.

Data analysis conducted as part of the SLGAAP Phase 2 post-benefits realisation report identified:

- Refusal rates for PBS vehicles on assessed assets dropped from 10% in 2020 to just over 2% in 2024
- 72 assets previously denied access permits were found by SLGAAP to have sufficient bridge capability to carry higher productivity freight vehicles; permits are now issued for 36 of these assets
- 50% of council survey respondents reported reduced administrative workloads as a benefit of the SLGAAP, including:
 - 68 assets implemented as notice-based access routes across 30 local government areas (LGAs)
 - 176 assets with pre-approvals across 44 LGAs.

Renewing our Heavy Vehicle Productivity Plan

In December 2024, we released our *Heavy Vehicle Productivity Plan 2025–2030* (HVPP), building on the strong foundations established by the inaugural Plan in 2020. This updated Plan outlines a pathway to enable safer, more productive and more sustainable heavy vehicle movements — supporting community liveability, driving economic growth and strengthening the resilience of Australia's supply chains.

The HVPP includes 22 targeted actions to be delivered over 5 years. These actions have been shaped by feedback from our customers and are consistent with our role as a modern, responsive regulator focused on providing practical and forward-looking solutions.

The Plan aligns with the National Freight and Supply Chain Strategy and supports key Australian Government priorities, including:

- Enhancing the productivity and resilience of heavy vehicle operations.
- Achieving zero deaths and serious injuries on Australian roads by 2050.
- Reaching net-zero emissions by 2050.

We will publish annual performance scorecards tracking the delivery of actions and implementation plans. Those plans will ensure the HVPP remains dynamic and responsive to the evolving needs of the freight sector and the broader community.

The first scorecard and implementation plan are expected to be released in late 2025.



New guidance helps industry understand a recent HVNL concession that supports the uptake of Euro VI and zero emission vehicles.
Source: PACCAR

Reforming the PBS scheme

Following the release of the *Roadblocks to Reform: Performance Based Standards Scheme* in May 2024, we have continued to advocate for legislative amendments to strengthen the PBS scheme. This has occurred through industry engagement opportunities such as conferences and our engagement with the NTC's HVNL review.

We prepared and presented a paper to the HVNL Working Group, seeking a jurisdictional agreement to pursue legislative changes to deliver on recommendations to accelerate the use of more productive, safer and less polluting heavy vehicles.

Advocacy for such legislative changes also occurred through the publication of articles in 2 trade magazines and social media tiles highlighting the benefits of proposed PBS reforms.

[!\[\]\(a551b0630a928855fed2157a11076906_img.jpg\) Read *Roadblocks to Reform* or learn more about the PBS scheme on pages 24-27.](#)

Integrating the PBS scheme into the NHVR Portal

Significant work was undertaken in 2024–25 to identify a viable pathway for digitising PBS design and vehicle approvals and to integrate PBS workflows within the NHVR Go web-based environment. The identified solution will be implemented during 2025–26.

Promoting the uptake of higher productivity vehicles online

We continue to invest in the development and enhancement of digital tools that support safer, more productive movements to improve our environment and communities. These tools provide road managers, industry and government with previously unavailable data and insights to inform better decisions on road access, infrastructure and regulatory reform.

In April 2025, the Historic Access Reporting Tool (HART) and the Access Permit Rapid Cost Benefit Analysis (Rapid CBA) Tool were released to road managers via [NHVR Go](#).

The HART has digitised over 400,000 access permit applications, offering powerful filtering, automated analysis and heat mapping to uncover trends.

The Rapid CBA Tool enables road managers to understand the economic impacts of access permits by using outputs from the HART to estimate and forecast the fees and administrative costs over time.



Together, these tools help road managers as they consider opportunities to reduce access permit red tape.

Enhancements to Freight PASS and the Pavement Impact Comparison Calculator are underway, including the development of a web-based application with an estimated delivery at the end of 2025.

These tools enable the comparison of over 200 vehicle configurations across a freight task, with evaluations made against 14 different productivity, safety, and sustainability measures, as well as 4 pavement wear measures.

Enhancements will continue to expand vehicle libraries based on user feedback, broadening comparison metrics and transitioning both tools to an entirely web-based platform.

Collectively, the tools reflect our commitment to digital innovation, self-service analytics and capability uplift.

They form a complementary ecosystem: HART and Rapid CBA provide the evidence base for regulatory reform, while Freight PASS and the Pavement Calculator inform analysis of trade-offs and demonstrate the benefits of higher productivity vehicles.

Harmonising jurisdictional arrangements for priority reforms

We have analysed jurisdictional approaches to various industry issues, with a key focus on access.

Concerns around the lack of harmonisation were raised throughout a series of industry workshops for the Vision 2035 project, clarifying areas for more detailed review and response strategies.

[i](#) Learn more about Vision 2035 – page 43.

Boosting on-road capability through collaboration with our Investigations teams

Our Operation Intervention initiative is aimed at working with operators who have identified as having higher exposure to particular risks to help them improve their levels of safety.

A refresh of the Operator Intervention Approach is now underway, addressing areas for improvement, including accountability, selection criteria, risk profile enhancement, resourcing and support materials.

To strengthen the relationship between our investigators and on-road officers, members of the Investigations team participated in a 3-day rotation to HVIS, facilitating the transfer of skills and knowledge between the teams.

Beginning mid-2025, several joint operations between our Investigations and On-road teams saw entries into premises, the issuing and execution of search warrants and inspections under the HVNL successfully conducted.

Our 2025–26 productivity deliverables

Building on our activities in 2024–25 to support greater productivity in the heavy vehicle road freight industry, we will continue our work in this area, by taking the following new initiatives:

- Developing a revised system and process for the regulation of data-initiated investigations (i.e. camera enforcement and telematics).
- Implementing network expansion program that grows the networks of roads available for heavy vehicle access under statutory notices, prioritising network improvements that will achieve the greatest reduction in the number of access permits.
- Developing and delivering a prioritised road access notice program supported by both industry and jurisdictions.
- Developing and implementing resources to strengthen the capability of road managers for road access decision-making.
- Delivering the SLGAAP to support the development of the National Automated Access System.
- Continuing our Commonwealth-funded program of bridge assessments to facilitate road network enhancement and expansion.
- Implementing our renewed *Heavy Vehicle Productivity Plan*.
- Pursuing reform of the PBS Scheme and completing the review of the PBS Standards.
- Digitising the PBS Scheme.
- Building, maintaining and enhancing online tools to promote the uptake of higher productivity vehicles.
- Identifying the potential benefits of harmonising different jurisdictional arrangements for heavy vehicles (e.g. access decisions) to deliver a range of priority reforms more effectively.
- Improving the national operations of our roadside cameras to strengthen safety outcomes.
- Enhancing NHVR Go to provide improved permitting functions, including integration with the National Automated Access Assessment System.



SRH Milk Haulage's 15-axle PBS A-double is Australia's largest dedicated milk tanker road train combination. Source: Prime Creative Media

OBJECTIVE 3 – SUSTAINABILITY

NATIONAL PERFORMANCE MEASURE 3

Sustainability of road infrastructure and the heavy vehicle fleet.

Objective – Manage the impact of heavy vehicles on the environment, road infrastructure and public amenity					
2024–25 Performance Indicators	Result	Target	Variance	Target met	Pages
Gazetted networks for low and no emission heavy vehicles	127,229 km	Baseline	n/a	n/a	25–26
Fuel use required to perform same freight task with PBS vehicles compared to conventional equivalent	30.8% (306,486,501 L)	5%↓ (245,969,573 L)	+25.8%	☑	25–26
CO ₂ emitted to perform same freight task with PBS vehicles compared to conventional equivalent	30.8% (818,687 t)	5%↓ (657,034 t)	+25.8%	☑	25–26
Number of hours spent undertaking compliance and enforcement of heavy vehicles travelling on critical infrastructure	10,143 FTE hrs	Baseline	n/a	n/a	25–26
Average age of heavy vehicles in national heavy vehicle fleet	0.1% (15.68)	2%↓ (15.4)	1.9%	☒	25–26

[i](#) More information about the above metrics is available on page 13 and the following pages.

We are dedicated to fostering a safe, productive and efficient heavy vehicle industry, while minimising impacts on the environment and communities.

As heavy vehicle designs advance, emerging technologies are playing a vital role in enabling operators to carry out the freight task more safely, cleanly, and efficiently.

By streamlining regulatory processes for approval of higher productivity PBS vehicles, we are helping industry meet Australia's growing freight demands in a more sustainable way.

Our collaborative efforts include:

- **Working with manufacturers and operators** to promote the adoption of modern, technologically advanced vehicles across the national fleet.
- **Partnering with road managers** to enhance access for next-generation vehicles.
- **Engaging with policy makers** to support national initiatives that encourage and accelerate their uptake.
- **Contributing to the design and introduction of infrastructure and heavy vehicles** for improved safety and sustainability.

More gazetted networks for low and no emission heavy vehicles

This new NPM allows us to assess our support for the uptake of low and no emission vehicles. It measures network kilometres under notices and pre-approvals for low and no emission heavy vehicles as well as roads in states that utilise a permit scheme approach rather than Gazettes.

Gazetted network kilometres for this measure totalled 127,229 km in 2024–25 following the introduction of a pre-approved EV network in VIC, a notice for EV/zero emission vehicles in NSW and a zero-emission permit scheme in QLD.

Measuring PBS fuel usage and CO₂ emissions

New NPMs regarding fuel usage and CO₂ emissions are part of our series of new PBS measures that allow improved measurement of the impact of safer and more productive vehicles on freight tasks and the environment. These PBS measures are calculated using our new economic modelling tools.

As of 30 June 2025, PBS vehicles saved 306,486,501 L of fuel. This is a 25.8% increase in savings from the 5% reduction target of 245,969,573 L. This measure calculates the difference between fuel consumed by PBS vehicles, and their prescriptive equivalents, to perform the same freight task as their conventional equivalents.

PBS vehicles saved 818,687t of CO₂ as of 30 June 2025, representing a 25.8% increase in savings from the 5% reduction target of 657,034t. To calculate this NPM, we apply an emission conversion factor comparing the reduction in fuel use to perform the same freight task by PBS vehicles.

Compliance and enforcement of heavy vehicles travelling on critical infrastructure

This new metric relates to time spent on compliance and enforcement activities undertaken at identified critical road infrastructure assets. Critical road infrastructure assets are defined as road assets where the loss of the asset would lead to an unreasonable imposition on the community and freight industry. Road managers place restrictions on critical assets regarding mass, dimension, speed or time to prevent damage to or loss of the asset. Critical road network assets include bridges, culverts, roads and tunnels.

Critical assets for the purpose of the National Performance Measure are comprised of Restricted and Vulnerable Assets drawn from the National Network Map and permit data.

This year, 10,143 FTE hours were spent by our teams in undertaking compliance and enforcement activities for heavy vehicles travelling on critical infrastructure.

Lowering the average age of the national heavy vehicle fleet

While the average age of Australia's heavy vehicle fleet continued to decrease, the rate slowed this year.

The average age of the fleet remained steady at 15.68 years (0.1%↓) in 2024–25. This result is not unexpected considering that previous years exceeded the 2% (15.4) decrease target while the instant asset write-off benefit was in place and given the current economic environment.

Although we have limited ability to influence this indicative metric directly, provided this figure continues to decrease, we consider this a positive result for industry and we will continue to encourage fleet modernisation.

Supporting the Strategic Risk Project

By its focused assessment on infrastructure risk, our Strategic Local Government Asset Assessment Project (SLGAAP) supports environmental protection and improved productivity.

We continued this support for local governments through SLGAAP by preparing asset assessment reports for bridges and culverts.

The asset reports encourage improved heavy vehicle access for more modern and productive heavy vehicle combinations, enabling the freight task to be completed with fewer vehicle movements and therefore lower vehicle emissions. You can read more about SLGAAP on page 23.

Encouraging the uptake of autonomous, low and no-emission heavy vehicles

With many areas positively impacted by the ongoing move to more sustainable heavy vehicles, we are ensuring our involvement in relevant national working groups and forums.

During 2024–25, this included the National Heavy Vehicle Emissions Reduction Working Group, engagement with parties who had received sustainability grants, and with key agencies such as the Australian Renewable Energy Agency.

Given how quickly emissions reduction technology is developing, we know that we must stay informed of new developments and how novel technologies are developing.

We did this in 2024–25 through our ongoing engagement with local original equipment manufacturers (OEMs) and industry support to understand the regulatory requirements for trialling new technologies. These include powered axles on trailers and innovative hybrid fuel solutions. We also sought to monitor trends in comparable international markets by engaging with regulators and industry in New Zealand, OEMs and leading operators in Europe and the United Kingdom.

To improve vehicle sustainability outcomes, we started developing our *Heavy Vehicle Sustainability Plan* (HVSP).

Adopting a similar approach used to develop the *Heavy Vehicle Productivity Plan*, the HVSP will identify existing government commitments to improve sustainability outcomes and map out actions we can undertake that align with these goals or assist jurisdictions and industry achieve them.

Following the amendment of the HVNL on 1 November 2024 to include a mass concession to support the uptake of ADR 80/04 (Euro VI) and zero emission vehicles, we published industry guidance material to support industry understanding of the new concession. Since its introduction, we have worked closely with



Our On-roads teams intercept drivers at target locations near critical road infrastructure to help ensure restricted or vulnerable assets remain uncompromised.

key stakeholders, such as the Truck Industry Confederation (TIC), to identify issues affecting some less common vehicle types and configurations and progress them to the National Transport Commission (NTC) for review.

Austrroads and NHVR research has been completed to compare local (Australia and New Zealand) and international (Europe and North America) approaches to pavement design and low and zero emission heavy vehicle mass limits.

Findings suggest Australian pavements are vastly inferior (i.e. materials, depth and composition) to international pavements. It is considered that Government support for early widespread adoption of heavy low and zero emission vehicles may be slower, due to unsustainable road wear and asset maintenance costs, unless Austrroads and transport agencies update pavement design standards, cost recovery and asset management approaches.

Accelerating the uptake of PBS vehicles

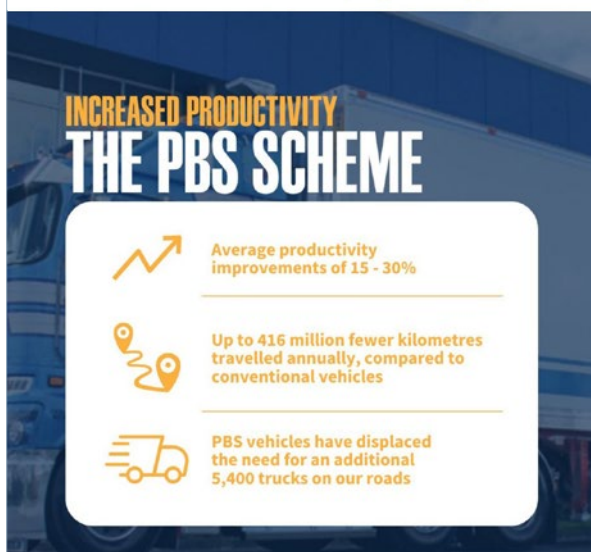
The PBS scheme continues to make a significant contribution to sustainability outcomes through improved freight efficiency. To further these benefits, we have advocated for reforms to the legislative environment for the PBS scheme. We have highlighted the benefits of PBS reform by publishing articles in trade magazines and social media tiles.

To reduce entry barriers for market participants looking to adopt PBS vehicles, we undertook a detailed engineering analysis of [redacted] to truck and dog combination. Further work is required on an effective delivery mechanism for releasing the templates to industry. These templates will reduce financial barriers for operators to adopt PBS vehicles within their fleets.

We are also advocating for changes to the HVNL to provide better pathways for proven PBS designs not to remain subject to the scheme and thereby be more readily available for adoption by operators without the time and expense of PBS processes.

Through the 'Removing Roadblocks to Reform' paper, the **#NHVR** is calling for amendments to the HVNL to allow for mature and proven PBS vehicles to transition to the prescriptive vehicle fleet - so we can continue seeing fantastic improvements to the safety and productivity within the industry and reduce the impact to the environment.

Read the document here <https://lnkd.in/gPKRefah>



CASE STUDY

Zero emission rigid truck. Source: Daimler

Heavy Vehicle Environmental Plan

We are developing a *Heavy Vehicle Environmental Plan* (HVEP) as part of a suite of new strategies based on the objectives of the HVNL, specifically to address the objective of managing the impact of heavy vehicles on the environment, road infrastructure and public amenity.

The main goal of the HVEP is to outline our vision, responses and actions for minimising impacts on the environment and achieving a cleaner and greener freight task by supporting the Australian Government's commitment to reach net zero greenhouse gas emissions by 2050.

Work on the HVEP will continue in 2025-26. Key to the success of this plan is our ability to work with stakeholders to make sure they have the information and resources needed to undertake their sustainability journey. We will continue to build our regulatory capability in this area, ensuring we are ready to regulate a more productive and sustainable industry.

Our 2025-26 sustainability deliverables

Building on our work in this area in the reporting year, we are taking several key initiatives in 2025-26:

- Contributing to and supporting the development of regulatory frameworks that encourage the uptake of autonomous, low and no emission heavy vehicles to improve sustainability, productivity and safety.²⁴
- Undertaking a program to accelerate the uptake of PBS vehicles across the heavy vehicle fleet.
- Undertaking the Vision 2035 project to identify future trends, opportunities and challenges for the heavy vehicle freight task.



Electric semi trailer. Source: Volvo

²⁴ Deliverable from the NHVR's *Heavy Vehicle Safety and Environmental Technology Uptake Plan*.

OBJECTIVE 4 – REGULATORY CAPABILITY (INDUSTRY)

NATIONAL PERFORMANCE MEASURE 4

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

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

2024–25 Performance Indicators	Result	Target	Variance	Target met	Pages
Percentage of access permits completed within 14 days	70%	≥80%	-10%	⊗	28
Customer satisfaction with NHVR	75%	≥75%	0%	⊙	28, 30–31
Non-compliance rate of random intercepts versus the non-compliance rate of risk-based targeted intercepts	30.3%	Baseline	n/a	n/a	28

[i](#) More information about the above metrics is available on page 13 and the following pages.

Achieving our goal of being a modern, data-driven and intelligence-led regulator requires continuing strong investment in our regulatory capability.

Our commitment to understanding the needs of our customers underpins this approach, enabling us to build a regulatory environment that is consistent, relevant, transparent and resilient.

Improving access permit turnaround times

This NPM replaced the average turnaround times for PBS approvals metric to better reflect the true turnaround time for industry, providing greater clarity regarding when customers are likely to receive permits.

The target of ≥80% of road access permits completed within 14 days target was not met this year, with the average turnaround being 70%.

This NPM continues to be a stretch target as access application numbers continue to rise (i.e. there was a 14% increase in permit applications compared to the previous financial year). The average turnaround time for industry receiving permits is currently 17 days. We will continue to focus on ways to reduce the need for permits and help to speed up processes for decision making where they are required.

Analysing non-compliance intercepts

This new metric helps identify and improve our understanding of how risk-based targeting is improving compliance outcomes.

Measuring the non-compliance rate of random intercepts by our On-road teams versus the non-compliance rate of risk-based targeted intercepts helps ensure risk-based targeting is working successfully.

The outcome for this financial year was 30.3%, with further work planned next year to refine the targeted non-compliance rate so that it more accurately measures the non-compliance rate in respect of the particular operational targets (e.g. fatigue, load restraint).

Implementing an asset management strategy, including the harmonisation of on-road infrastructure assets

Following the completion of the National Services Transition, significant progress has been made in implementing our asset management strategy aimed at harmonising our considerable on-road infrastructure assets across all regions. Key achievements include:

- Compiling a comprehensive list of compliance-related assets, providing a clear foundation for further planning.
- Developing a priority matrix to identify critical infrastructure requiring maintenance or capital upgrades, ensuring resources are directed toward high-priority needs.
- Completing a review of existing Memorandums of Understanding (MoU) and procurement contracts, which have clarified responsibilities for asset maintenance and upgrades. A harmonisation process has been identified to align these responsibilities nationally.
- Progressing the development of a lifecycle replacement strategy for on-road compliance assets and equipment, aimed at ensuring their long-term operational efficiency.

This work supports the NHVR's commitment to a consistent and coordinated approach to infrastructure asset management.

Harmonising our on-road training strategy

We introduced a new induction training delivery model for SCOs to help deliver a more standardised approach to our on-road capability and HVNL obligations. The new model has enabled the delivery of more flexible and regular refresher training for SCOs and regulatory partners in all participating jurisdictions.

The increasingly harmonised approach is demonstrated by recruits from different regions successfully completing nationally consistent induction training out of their home state.



SCOs from Cairns, Townsville, Mackay, Emerald, and Rockhampton, along with the Townsville Investigations cohort, participated in a 3-day training workshop. Participants were given an in-depth understanding of the complex regulations surrounding heavy vehicle safety, while the practical components provided a chance to put these lessons into action.

Reviewing on-road policies and work procedures

The review and harmonisation of on-road policies and procedures are progressing with a focus on achieving national consistency.

We have established a dedicated Policy and Procedure Working Group, with team members from all regions and employee levels.

This collaborative approach ensures diverse perspectives are incorporated into the review process.

Key achievements include:

- Reviewing our current on-road policies and procedures with a focus on aligning practices nationally.
- Establishing a structured process to ensure that our policies and procedures are reviewed and updated to maintain their relevance and effectiveness.

These efforts are a crucial step toward fostering uniformity and consistency across all regions, supporting a coordinated national approach in our on-road operations.

Establishing a Disaster and Emergency Committee

In recent years, our employees have made important contributions to the management of the consequences of national disasters and emergencies for road transport activities. Whilst we have no formal role in jurisdictional or Commonwealth disaster and emergency plans, we do have a suite of discretionary services which can be provided to assist in the event of a declared external disaster and/or emergency.

To more effectively coordinate these services, we have established a Disaster and Emergency Coordination Committee (DECC).

When a disaster is declared, the DECC provides strategic oversight, direction and coordination for planning, preparation, response and recovery from external disasters and emergencies.

By providing a centralised decision-making body, the DECC can coordinate resources, manage crises and communicate effectively and efficiently with the heavy vehicle industry and relevant authorities.

The DECC was activated for the first time in response to Tropical Cyclone Alfred, and again, less than 2 months later, responding to flooding in NSW. The DECC supported our teams in:

- proactively working with identified road managers to obtain consents for the Defence Assistance to the Civil Community (DACC) Notice, providing “as of right” access to eligible Australian Defence Force (ADF) vehicles, removing the need for permits.
- providing after-hours emergency access support for permits actively engaging with road managers during and after the relevant events to establish emergency Gazettal Notices and, where possible, to create detours around impacted areas as well as to amend existing Gazettal Notices to allow longer vehicles on established networks.
- actively engaging with industry via NHVR Go and social media during and after the relevant events to ensure route and detour information was readily available and details about affected heavy vehicle inspection sites were well communicated and customers were rescheduled.

Sharing intercept outcomes through NHVR Go

A trial occurred this year to test the sharing of intercept outcomes with industry through our portal, NHVR Go. The shared data included details regarding intercepts conducted by the NHVR, including whether the intercept outcome was ‘compliant’ or ‘non-compliant’ and any relevant details such as the area of offending and the action taken.



Above: Due to widespread flooding across QLD in early 2025, our SCOs offered water and snacks to isolated drivers who were stranded for days at road closure sites. Below: Andrew (SCO) from Townsville with a driver who had spent several days isolated near Greenville before getting stuck again in Charters Towers.



An evaluation of the trial revealed that several enhancements to the customer experience are required.

Enhancements will continue to be implemented in 2025–26 and a further trial will be conducted before a broader industry release.

Improving PBS assessor and certifier arrangements and processes

Throughout the year, we have made significant enhancements to the governance and assurance arrangements for parties who, under the HVNL, are conducting vehicle design assessments and certification of PBS vehicles. This provides greater certainty in preserving the integrity of the PBS scheme and ensuring PBS vehicles meet the high standards expected.

The following improvements were implemented during 2024–25:

- A new process to verify the use of assessor signatures on documents provided to the NHVR.
- The rules governing how PBS vehicles are certified have been reviewed to identify areas for improvement.
- Record keeping requirements for assessors and certifiers have been enhanced to provide clearer auditability.
- A robust PBS Assurance Framework was developed, with the first audit under the framework now underway.
- The first prosecution of a certifier regarding a breach of the HVNL was successfully concluded, providing a clear signal to industry about expectations of accredited third parties.

Providing greater oversight of PBS-related functions

A new structure was established in July 2024, bringing together the teams for PBS Design Approval, PBS Vehicle Approval, PBS Digitisation and PBS Review under a single Program Lead.

This restructure will provide greater collaboration across our PBS-related functions and embed the PBS digitisation team with the customer-facing PBS design and vehicle approval functions. We will periodically review the operational structure to ensure that we continue to meet industry needs.

Building mechanical and structural engineering capacity

The Office of the Chief Engineer and our Engineering team have established a 2-year graduate program for 2 engineering graduates in response to a shortage of professional expertise.

To help strengthen our capability, we have introduced mentoring in advanced heavy vehicle dynamics, targeted training in programming and modelling in addition to the development of peer-reviewed technical papers to engage with the international engineering community and to broaden professional development.

The SLGAAP structural engineering team was expanded with the creation of a second Senior Structural Engineer role and the recruitment of a Structural Engineer. The team also enhanced its profile through the publication of peer-reviewed papers at the Austroads Bridge Conference in June 2025 and the acceptance of the Chief Structural Engineer onto the committee responsible for the Australian Bridge Assessment Code (AS5100.7). Ongoing capability development initiatives include regular technical sessions, mentoring and training.

Improving our Compliance and Enforcement Policy

First published in 2021, our Strategic Policy team undertook a review of the *Regulatory Intervention Strategy and Compliance and Enforcement Policy* in the latter half of 2024–25.

Following close consultation with other key areas in the NHVR (Operations, Investigations and Prosecutions), these documents were updated to remain relevant to our objectives and practices.

Both policies have been forwarded to our ELT for approval and are scheduled to be published in the first week of 2025–26.

Improving risk-based targeting of on-road intercepts

We have integrated risk-based on-road intercepts into BAU and operational activities.

By actively reviewing underlying risk algorithms and profiles, we are boosting performance by utilising additional data sets, refreshing risk weightings and improving calculation and delivery timings.

Implementing the Regulatory Partners project

During 2024–25, the NHVR responded to 591 requests for HVNL risk information from police agencies and regulatory partners nationwide. The NHVR has also provided 4 intelligence briefings in support of national joint operations with police agencies.

Alongside national operations, our On-road teams participated in 26 joint police/NHVR operations at a state or local level. These operations targeted various HVNL and state-based risks.

 More information of our on-road operations can be found on [pages 14–16](#).

Improving efficiencies by automating regular reporting

This year we achieved greater efficiency through the automation of crash reporting and the adoption of Microsoft Teams as a communication method for crash reporting.

An update to our existing reporting system allowed the inclusion of detailed source data from the Bureau of Infrastructure and Transport Research Economics (BITRE) for use by more areas across NHVR.

External agency data sharing continues to expand to include compliance orders under the HVNL. This will help to harmonise internal and external investigations.

Improving accessibility and usability for our customers

We have continued to support our customers in understanding and complying with their safety duty obligations by regularly reviewing and improving our digital education content and tools.

Our ongoing Digital Accessibility Program aims to ensure our website is accessible to all users including people with disabilities and is easy to use across a wide range of devices and contexts.

Our accessibility toolbar, ReciteMe, averaged 450 users each month, with 98% using the English screen reader function.

We have also continued to add more images and diagrams to our communications to help people understand information, especially those with low literacy levels or who use English as a second language, with an additional 9 loading guides produced.

Designed for parties in the CoR to print out and display in their workplace or to be placed in loading manuals as a quick reference, the guides also feature optimised images and diagrams to display correctly on mobile devices.

Mobile usage continued to increase this year, with 41.6% of customers accessing our website via a mobile or smartphone device (up from 40.5% last year). Sections of the website such as fatigue management saw mobile usage of 52.3%, while on other pages like regulatory advice was 23.4%. This information gives us a clear picture of what content drivers may be accessing compared with office workers, enabling us to tailor our information to the relevant audience.

As part of our commitment to improving accessibility, we updated our website to comply with the Level AA standard of the Web Content Accessibility Guidelines (WCAG) 2.2 – the internationally recognised benchmark for website accessibility. By meeting the 9 additional success criteria of WCAG 2.2, we enhanced accessibility for 3 key groups: users with cognitive or learning disabilities, users with low vision and users with disabilities who use mobile devices.

With the increasing prominence and usage of our National Network Map, it is essential that operators can easily locate and refer to the specific network and conditions associated with a notice on the map.

Unlike traditional PDF fact sheets, our Online Operator Guides for notices are more accessible and are responsive to a range of desktop and mobile devices. This year, another 39 PDF documents were removed and their content integrated into new online Operator Guides. Now 52% of all access notices have online guides.

For national notices, which affect larger operator groups, 71% now have an online guide. We are working towards our target of 100% to improve integration with the National Network Map, making access decisions easier for road managers and operators.

While overall customer satisfaction increased, the website satisfaction rating decreased slightly from 75.3% last year to 75.0% this year. While this meets our target of $\geq 75\%$, several

programs are underway to overcome the most significant pain points our customers have identified.

This NPM will be expanded from NHVR website customer satisfaction to include an evaluation of customer satisfaction across a range of key channels - the NHVR Go portal and the Contact Centre.

To calculate this metric, website visitors who are on the site longer for than 30 seconds receive a pop-up invitation to complete a satisfaction survey. The automated pop-up is available to users on the site during the last week of each month.

A total of 5 videos were created this year for our website with additional accessibility options, including voiceover and closed captioning - Multi-Factor Authentication, NHVR Go, the Truck Show, ReciteMe and fatigue exemptions. We also initiated testing and research into the feasibility of using AI software to enhance accessibility options for videos, including the ability to provide some limited translation options.

We reviewed how safety and compliance outcomes could be improved with existing website content. On relevant pages, visual indicators were used to give greater distinction between content that was guidance or a recommendation rather than content that concerned a requirement under the HVNL. This change will make it easier for operators to understand their legal obligations in particular areas (e.g. Regulatory Advice).

We also improved the Search Engine Optimisation (SEO) of our top 20 most visited pages including optimising content to target featured snippets in search engines by providing concise, informative answers to common questions. We targeted queries on work and rest hours, loading requirements and what roads a particular combination could drive on.

Further work was completed to improve the mobile friendliness and responsiveness of our website. Large images were compressed, and several speed optimisation measures were implemented to reduce page sizes and page loading time. We targeted pages with heavy mobile traffic that were likely to be accessed on the road, where mobile reception may be limited, and where improvements to page speed would provide the most value.



41.6% CUSTOMERS ACCESS NHVR WEBSITE USING A MOBILE OR SMARTPHONE



450 CUSTOMERS EACH MONTH (AV) USE RECITEME ACCESSIBILITY HELP

Our 2025-26 regulatory capability deliverables for industry

We will continue, where possible, to enhance our key initiatives to work with and assist industry and introduce new ways of supporting our customers and other interested parties.

As set out earlier, our main actions will be:

- Implementing our asset management strategy, including the harmonisation of on-road infrastructure assets.
- Implementing and updating a harmonised on-road training strategy to deliver a standard approach to on-road capability and HVNL obligations.
- Reviewing and harmonising our on-road policies and work procedures.
- Developing and implementing the sharing of intercept outcomes through NHVR Go.
- Implementing findings of an external audit of PBS assessor and certifier arrangements and processes.
- Implementing a revised organisational structure to provide greater oversight of PBS-related functions.
- Building and maintaining our in-house mechanical and structural engineering capacity.
- Monitoring and improving, as necessary, our Compliance and Enforcement Policy.
- Implementing the Regulatory Partners project to improve consistency in operations with our regulatory partners.



Above: SCO Bryson at our truck driver roadside information hub in Archer River QLD. Below: Over 1,700 council employees attended a safety information session in Townsville, QLD.



OBJECTIVE 5 – REGULATORY CAPABILITY (EMPLOYEES)

NATIONAL PERFORMANCE MEASURE 5

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

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

2024–25 Performance Indicators	Result	Target	Variance	Target met	Pages
Employee engagement	74%	≥75%	-1%	⊗	32
Percentage of payroll invested in training and development activities	1.0%	0.9%	+0.1%	⊙	32
Total recordable injury frequency rate (TRIFR)	26.8	<8	+18.8	⊗	32
Percentage of completed (non-overdue) corrective and safety audit actions	69.8%	Baseline	n/a	n/a	32–33

*The increased reporting of minor incidents contributed to the NHVR not meeting its TRIFR target. However, this increase should be viewed in a positive light, indicating a sign of deeper safety engagement from our employees. Importantly, our average days lost per injury were significantly lower than industry averages, indicating effective control of serious injuries. We are continuing to work together to improve all aspects of our WHS performance.

 More information about the above metrics is available on page 13 and the following pages.

Our approach to regulatory capability is built on strategic investment in the key drivers of our success - our people, processes and systems.

By fostering a positive culture of teamwork, connectivity and collaboration, we empower our employees to lead with innovation and confidence.

Developing strong leadership - now and into the future - is fundamental to achieving our strategic priorities and long-term success.

Guided by the effective use of relevant data, we support improved safety and productivity outcomes, reduce regulatory burden and make it easier for industry to engage and do business with us.

Investing in training and development

A new NPM that monitors the percentage of payroll invested in training and development activities provides a focus on organisational capability and investment in learning. Measuring actual wages against the total cost of training provides an auditable measure. This year, we achieved an outcome of 1.0%, exceeding our target of 0.9%.

You can learn more about training and development initiatives for our personnel on the following pages.

Focusing on people, strong leadership and teamwork

Our employee engagement score continues to improve and although we did not reach our NPM target of ≥75% there was an increase of 1% to 74% when compared to 2023–24. The 2022–23 engagement score was 71%, illustrating a positive trend in recent years. This result is a favourable endorsement of our employees' sentiment toward the NHVR considering the announcement of our longstanding CEO's resignation and the uncertainty caused by both enterprise agreement negotiations immediately preceding the survey period.

In November 2024, we conducted our annual Culture and Engagement Survey with an excellent 82% response rate, acknowledging the transition of QLD in April 2024. This represented 872 individual employee responses which is an increase of 200 compared to 2023 survey results.

Engagement scores for our senior leadership teams (Executives and Directors) remained above the 90th percentile. The NHVR's

engagement score remains above our comparator state-based jurisdictions engagement results.

We reached or surpassed our 70% target across all key culture areas:

- communication
- recognition
- employee feedback
- performance appraisals
- development and empowerment
- delivery of commitments to customer
- alignment to Vision and strategic objectives.

 **82% RESPONSE RATE FOR ANNUAL CULTURE & ENGAGEMENT SURVEY**

The engagement score for the QLD transitioned workforce was 83% which demonstrates a successful onboarding period with the NHVR.

We also reached or surpassed our 70th percentile baseline across all survey themes - *Your Role, Your Leader, Your Wellbeing and Your Future*. Results were communicated to all employees and cascaded down to team level for localised action planning with key strategic initiatives captured in the refreshed [NHVR Cultural Change Strategic Framework](#).

The 12-month rolling voluntary turnover rate for employees has dropped by 6% compared to the previous financial year (from 17% to 11%). Whilst this is encouraging, the reasons provided by ex-employees for their decision to leave the NHVR remain unchanged (i.e. seeking a better job opportunity, lack of career path and leadership or cultural reasons).

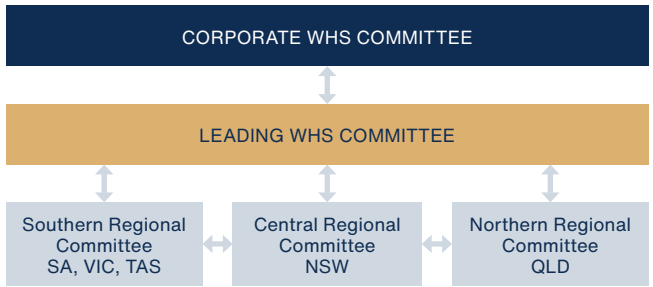
Improving health, safety and wellbeing

We continued to prioritise physical and psychosocial wellbeing.

In 2024, we established a mental health first aid network (MHFA) with over 160 employees achieving MHFA certification as part of NHVR's Healthy Systems of Work framework. Our MHFA network focuses on psychosocial risks, data, insights and training and we are now an accredited Skilled Employer by Mental Health First Aid Australia.

We created a national approach to workplace health and safety (WHS) committees, establishing and training all health and safety representatives to ensure a consistent escalation approach across NHVR. Our WHS committees cover the entire workforce and are required to meet 10 times per year to ensure operational requirements continue to be met.

Figure 5. WHS Committee structure



Our dedicated training programs delivered via the Litmos online training platform, achieved a 100% completion rate for WHS inductions, incident and hazard reporting (Donesafe tool), mental health awareness and psychosocial risk management. Leaders also participated in mental health leadership training and Incident Cause Analysis Methodology training to support robust incident investigation and response activities.

We also advanced the development of an Integrated Management System, incorporating quality and environmental components into our Safety Management System. Once finalised, this will align the NHVR with ISO Standards 45001, 45003, 14001 and 9001, simplifying and standardising our approach to WHS, as well as quality and environment.

To improve the skills of our People, Safety and Culture teams when responding to domestic and family violence in a workplace setting, training was delivered by the White Ribbon Association. Providing practical approaches to identify potential signs of domestic violence, participants were then offered strategies to assist and provide essential support for positive workplace adjustments.

RUOK Day activities this year featured NHVR employees sharing their stories regarding mental health and wellbeing, including strategies on how to spot signs of and overcome challenges associated with mental health issues.

The launch of our psychosocial survey saw 57% of the NHVR voluntarily participating. Focus groups were conducted with targeted groups such as our on-road teams with action plans developed for high-risk work.

All personnel were also welcome to participate in the well attended information seminars delivered by our corporate partners, QSuper and Westpac, covering topics including scam awareness, planning for retirement and budgeting.

Improving workplace health and safety and core leadership capabilities through the delivery of People Leadership Essentials modules focused on duty of care, risk assessment, and return-to-work procedures this financial year. Importantly, we also continued to strengthen our safety reporting culture, with increased reporting of low-consequence hazards and near misses.

Our strong employee engagement with safety was reflected in a QLD WHS survey of our transitioned workforce, reporting a 71% participation rate and 97.5% confidence in NHVR's safety practices.

Operational safety improvements continued with the review and update of OSOM escort procedures in VIC, delivering enhanced safety assurance, the implementation of advanced tools and technologies, capability uplift programs, and public safety awareness campaigns. You can learn more about the OSOM public awareness campaign on page 18.

Our positive safety reporting culture was also evident with less than 1 incident reported for every 3 hazard/near miss safety reports made. This demonstrates significant progress towards proactive identification and mitigation of risks and hazards.

Managing corrective and safety audit actions

This new NPM provides a lead safety indicator focused on preventative action, replacing lag indicators.

In 2024–25, 69.8% of corrective and safety audit actions were completed (non-overdue). The baseline levels established this year have allowed for better understanding of required actions and realistic delivery timelines. Learnings from our baseline year have been applied and will better position us to meet future NPM targets.

We continued to undertake assurance activities including audits of vehicle movement plans, national site safety compliance and vehicle inspection equipment maintenance. A national facilities compliance program was implemented, providing baseline WHS data and identifying key compliance risks and corrective actions as we seek to harmonise facilities across our portfolio.

CASE STUDY

Reducing our environmental impact in the workplace

In addition to supporting the sustainability of the heavy vehicle industry in Australia, in 2024–25 we also focused on minimising the NHVR's impact on the environment.

Actions we have taken to reduce our environmental footprint include:

- relocating the Brisbane head office in December 2024 to a 5 Green Star building with a 5 Star NABERS energy rating, supporting the reduction of emissions in a corporate setting
- utilising technology including virtual meeting and collaboration platforms, and electronic file sharing to help reduce travel and printing
- developing awareness and encouraging good waste management through recycling initiatives, together with programs to recycle office consumables like toner cartridges, electronics, and stationery
- saving energy by implementing and integrating LED lighting and lighting controls to reduce lighting use after hours for non-essential services
- reducing large quantity print runs and encouraging the use of digital communication channels including our website and intranet.

An initial investigation into the NHVR's CO₂ emissions resulted in the following production estimates for 2024–25:

ENERGY	FLEET
5,197.32t	1,186.56t

In the coming year, we will continue to monitor our operational outputs, providing data to support the reduction of our environmental footprint.

We will also investigate additional ways to integrate environmentally friendly technologies into our workplaces.



Our new corporate headquarters are located across 2 levels in the BOQ Building which boasts a 5 Star energy rating.

FEATURE

Successful enterprise agreement negotiations and outcomes for 2 enterprise agreements were completed during the year – NHVR Administrative and Professional Agreement 2024-2027 and NHVR Operational and On-Road Regulatory Agreement 2025 to 2028.

These agreements cover over ~90% of our employees and, for the first time, we have national agreements to provide consistent terms and conditions to our employees. The agreements will enable better rostering and cross-border deployment as we transition from the state based transitional agreements and awards.

Diversity and inclusion

Our diversity and inclusion strategies remain central not only to our employees' wellbeing but also our ability to promote the NHVR as an employer of choice.

This year we refreshed our *Diversity and Inclusion Strategy* for the next 2 financial years, focusing on:

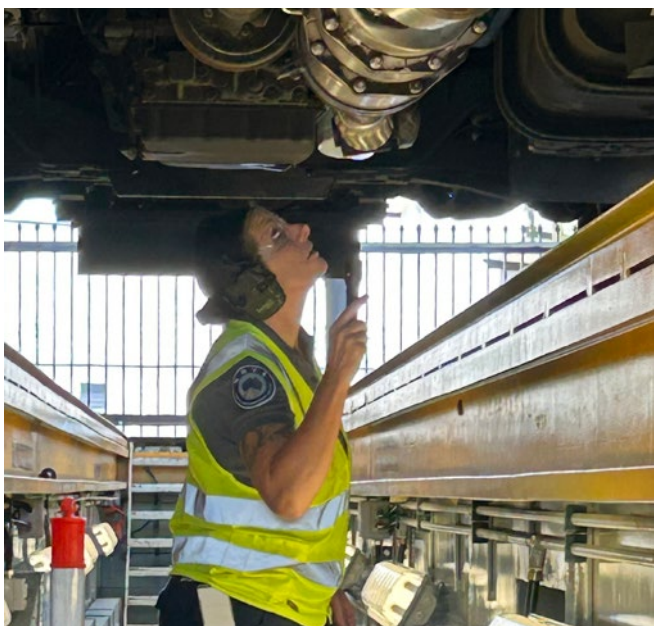
- greater spread of age demographics in our on-roads workforce
- multilingual capability in our on-roads workforce
- greater gender parity in our on-roads workforce
- progress towards the next phase of our reconciliation journey with RAP 'Innovate'
- placement of employees or cadets who are neurodiverse or have a disability
- widening our talent acquisition strategies and pipelines.

Our support for International Men's Day and International Women's Day featured partnerships with Prescribe Exercise Australia, QSuper and The Coretex Group to highlight the importance of physical health, mental health and financial health and wellbeing.

We developed a Sexual Harassment and Gender-based Harassment Prevention Plan following implementation of the Sexual and Gender-based Harassment Code of Practice by Safe Work Australia.

We also celebrated IDAHOBIT Day by focusing on allyship in the workplace.

Senior SCO Nicky from Townsville was highlighted as part of International Women's Day celebrations in March. Our workforce also attended webinars promoting financial, physical and mental wellbeing.



North QLD based vehicle was branded with our RAP artwork.



CASE STUDY

Our journey towards reconciliation

In the spirit of reconciliation and the NHVR's reconciliation journey, we successfully completed all deliverables in our Reconciliation Action Plan (RAP) this year and adopted First Nations artwork branding for our on-roads vehicles, corporate polos, lanyards, stationery and apparel.

A First Nations understanding and inclusion course was delivered to all employees via our e-learning platform, developed by the SBS Inclusion Program as part of our RAP deliverables.

Commencing in June 2025, we established localised partnerships with First Nations organisations and peoples to deliver a series of interactive sessions and immersive experiences for our workforce across the country.

In celebration of NAIDOC and National Reconciliation Weeks, workshops were designed to provide a hands-on experience, focusing on traditional and local bush tucker and their influence on traditional and modern medicines.

Our teams in Brisbane and Adelaide gained valuable insight into how different First Nations peoples used complex problem-solving to create unique, practical and sustainable ways of life in harmony with differing landscapes and wildlife.

In Launceston, attendees enjoyed breakfast hosted by Reconciliation TAS while hearing from state and national leaders who shared how individuals can contribute to reconciliation in TAS.

More workshops were held for our offices in Melbourne, Parramatta and Townsville teams in July 2025.

Importantly, we also commenced the Chesterfield Internship providing the engagement of our First Nations data and technology cadet in partnership with Ethan Indigenous.

"My time at NHVR through the Chesterfield Internship has been an incredible opportunity, one I'm truly grateful for. It's been a learning journey that I've thoroughly enjoyed."

Thanks to ETHAN Indigenous and the Chesterfield 'Data & Technology' Internship at NHVR, I've had the chance to connect with and learn from people from all walks of life. This experience has provided invaluable guidance, knowledge, and support. Given my background and where I come from, I'm especially grateful for this opportunity.

A truly rewarding experience."

Kade Wallace, Chesterfield Internship



FEATURE

2024 Employee Awards ceremony

Our annual Employee Awards provided the opportunity to reflect on our achievements throughout the year and recognise the excellent work of our colleagues first-hand.

A total of 84 nominations were received across 3 award categories (Chairman's Award for Excellence, CEO's Award for Innovation and the NHVR Customer Champion Award).

CEO's Award for Innovation

Winner: Office of the Chief Engineer led by Les Bruzsa (Safety and Productivity Division).
Finalists: Freight and Supply Chain Team led by Brayden Soo (Safety and Productivity Division), and the Business Performance Analytics Team led by Upinder Mutti (Data and Technology Division), Dylan Zhao (Workplace Technologies Specialist; Data and Technology Division).

Chairman's Award for Excellence

Winner: The Sydney Workplace Health and Safety Committee.
Finalists: The Contact Centre led by Brad Mells, the SLGAAP team led by David White and Stewart Garden.

Customer Champion Award

Winner: Operations Training Team led by Peter Walters (Operations Division).
Finalists: Advanced Customer Support Team led by Susana Morisaki (Corporate Affairs Division), Lucy Novak (Business and Board Support Officer; Corporate Services Division)

Not only did we see evidence of how we continued to harness new technology alongside data-led intelligence to minimise safety risks, we also witnessed the NHVR's collective 'Customer First' approach, ensuring that heavy vehicle drivers and all road users remain safe on Australian roads.

Improving leadership capability

We continued to boost the capability of our leadership team via learning and development and operational support.

A total of 37% of our senior leadership team completed the Program and Project Management course and 40% completed the Effective Communication course this year.

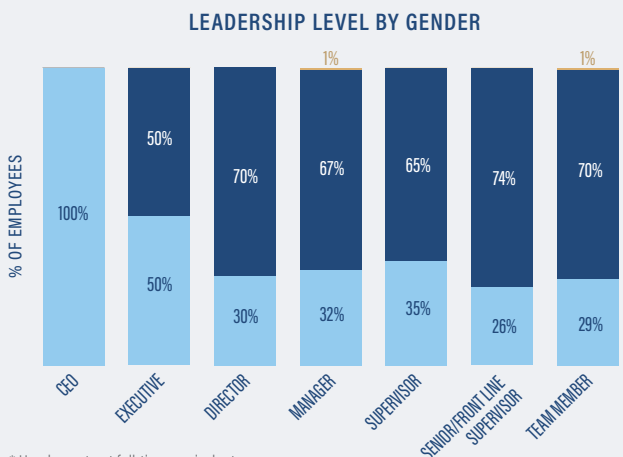
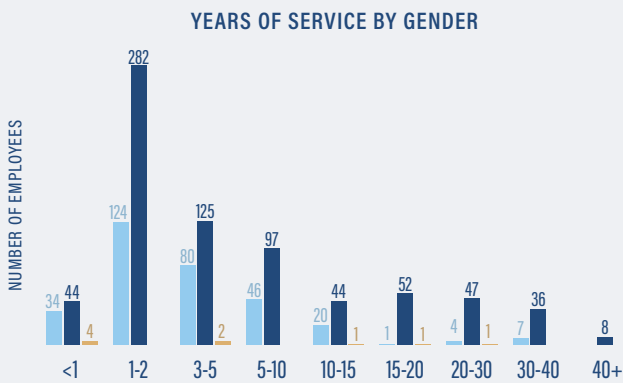
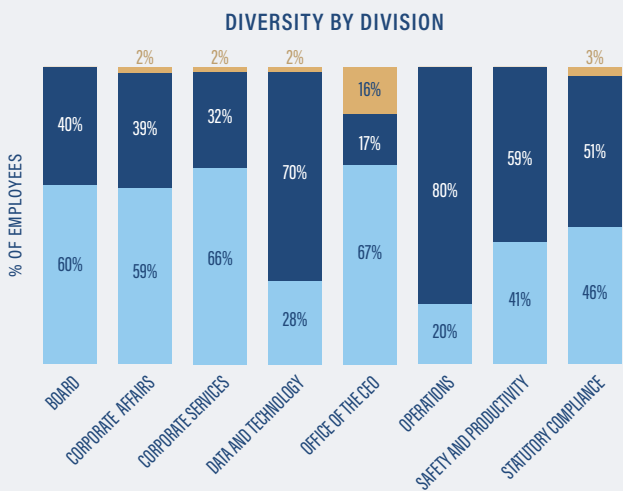
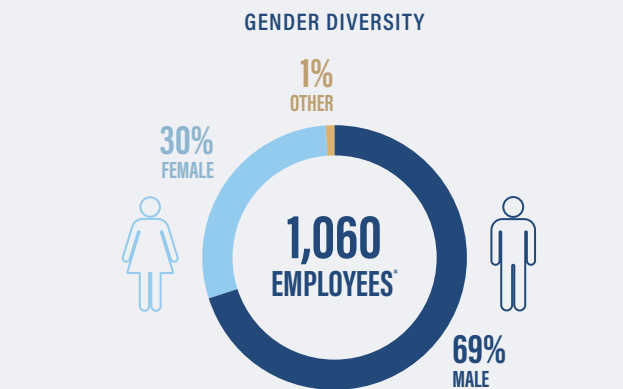
Mandatory course completion was above 80th percentile along with the introduction of new learning and development programs such as "fraud and corrupt conduct awareness" and "responding to workplace incidents".

The launch of the PageUp Performance and Succession initiative helped promote efficiencies in data related to performance, talent and succession, while our extension of our Leader Dashboard included the addition of self-service people metrics for leaders to assist in fact-based decision making.

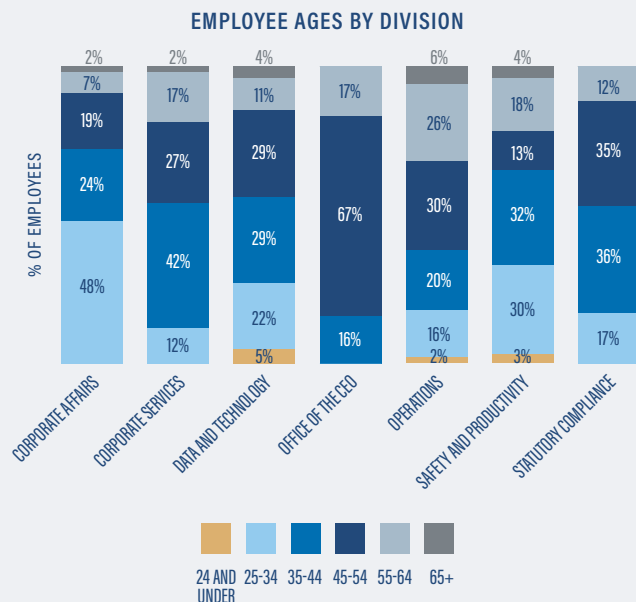
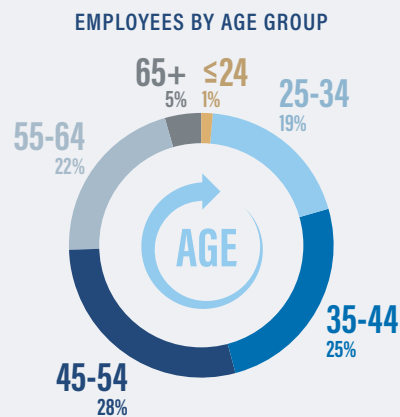
Left: First Nations artist, Dylan Sarra (R), presented an artistic immersion workshop at our Newstead office. Dylan (pictured with Amar from our Corporate Services team) explained the cultural significance and traditional use of a variety of natural elements like native plants and animals. Below: Employee Awards finalists from ACS and the Contact Centre.



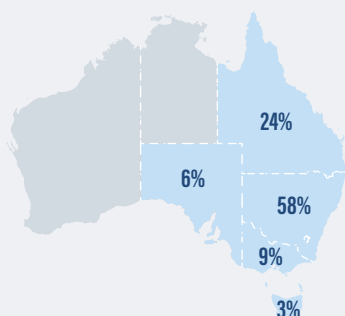
OUR WORKFORCE PROFILE



* Head count not full-time equivalent.

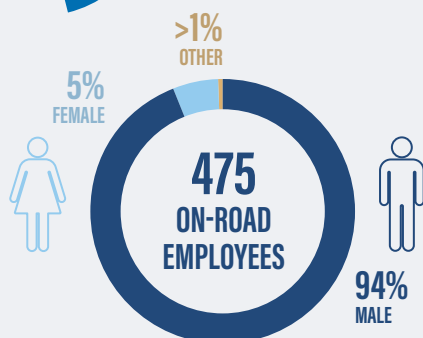


ON-ROAD EMPLOYEES BY STATE

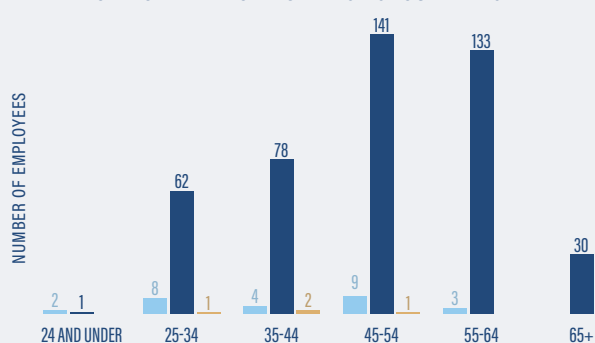


44.8%
EMPLOYEES
ON-ROAD

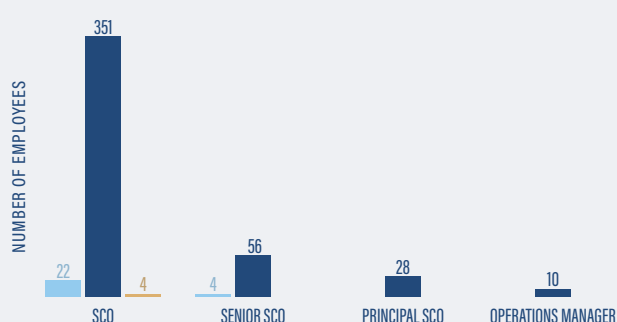
AGE
49 YEARS
ON-ROAD AVERAGE AGE



ON-ROAD EMPLOYEES BY AGE GROUP AND GENDER



ON-ROAD EMPLOYEES BY POSITION AND GENDER



Our 2025–26 employee-related regulatory capabilities deliverables

In the year ahead, we will:

- Further build on our positive culture, focusing on people, strong leadership and teamwork resulting in safe and high-performance outcomes.
- Be an employer of choice so that we can attract and retain employees from a diversity of thoughts, approaches and outlooks.
- Improve leadership capability to ensure managers and directors have the skills and maturity to lead effectively, including during periods of change.
- Consult and pilot our “Retire Well” program – which will enable a staged retirement program and retention program for our on-roads workforce to ensure business continuity for employees approaching retirement age.
- Develop job dictionaries to understand the physical, environmental, cognitive and psychosocial requirements of our job types.
- Implement an approach to air quality and noise assessment across NHVR.
- Improve psychosocial safety management via action planning and utilisation of MHFA network.
- Finalise and embed the Integrated Management System across all operations and harmonising WHS management systems into a unified national model.
- Continue targeted assurance activities, safety leadership engagement, and promotion of proactive risk reporting through Donesafe.
- Undertake future workforce planning via structured career conversations, talent movements and building succession pipelines for business-critical roles.
- Implement our *Diversity and Inclusion Strategy*.
- Improve our in-house rewards and recognition framework.



Prosecutions team members in Parramatta.

STAKEHOLDER ENGAGEMENT

Proactive stakeholder engagement is essential to our understanding and meeting their needs. We actively seek feedback to ensure we deliver relevant, timely and targeted information to those who need it most.

By listening to our customers and inviting their input, we gain valuable insights into how effectively we are achieving our vision of a safe, efficient, and productive heavy vehicle industry and where we can improve.

We remain committed to working closely with our customers to provide personalised, timely communications that empower informed decision-making and strengthen industry outcomes.

Refining engagement with our stakeholders

We continued to connect and engage with the heavy vehicle industry on all aspects of our services and the administration of the HVNL. We also sought to promote and support continuous safety improvements across the sector, through information, education and joint safety initiatives. Our commitment to enhancing engagement with all stakeholders is a critical element in our role as national regulator.

[Learn more about our stakeholders and the engagement process on page 6.](#)

Customer service excellence continues in the Contact Centre

Our in-house Customer Contact Centre continued to provide a superior customer service, with a total of 72,801 calls answered this year (compared to 63,416 in 2023–24).

Despite a 12.5% increase in call volumes, the majority of callers (88%) received assistance or a solution immediately, with 73% of calls answered within 30 seconds (79% last year).

Additionally, we achieved a 96% customer satisfaction rating (based on 23,500 post-call surveys). This is the fourth successive year with a satisfaction rating above 96%.

The number of customer satisfaction surveys completed increased to 315, representing a 23% increase from the previous year, which illustrates the strong relationship between the NHVR and callers.

Throughout the year, we responded to 1,450 customer emails and web enquiries. All queries were acknowledged within 1 business day, with a timeline for issue resolution provided if needed.

FEATURE

Contact Centre

96% CUSTOMER SATISFACTION
23,500 SURVEY RESPONSES
89% FIRST CALL RESOLUTION

"Debbie was fantastic to talk to, lovely personality, easy to understand what she was directing me with, could understand my complexity with what I was asking, and has emailed me some information that will help me immensely, thank you."

"First of all they understood my enquiry, took down all of my details accurately, they then guided me to the correct point of contact, once I had the correct point of contact, I explained my situation and they guided me through all of my questions. I'm completely satisfied with the answers and my query has been resolved, thank you so much for that."

Achieving customer excellence as a regulator

In November 2024, the NHVR received 3 awards at the Customer Service Institute of Australia (CSIA) Customer Service Excellence Awards. We achieved the Service Champion award in the *Organisation of the Year - Government/Not For Profit* category; *Customer Service Executive of the Year* award for former CEO Sal Petrocchio (OAM); and the Service Hero award in the *Customer Service Leader of the Year* category for Brad Mells, Contact Centre Manager.

This marks the third consecutive year that the NHVR has been recognised in these national awards. This ongoing recognition demonstrates our commitment to customer service excellence across the organisation.

Below: For the third year in a row we have received prestigious awards at the CSIA's Australian Services Excellence Awards in recognition of our commitment to superior customer service.



Above: In late 2024, our Contact Centre team extended operations outside standard business hours to make it easier for our customers to receive the support they need 7 days a week.



Athena and Georgie visit Martins Livestock Haulage in Oakey, QLD.

Improving customer-centricity

In 2024, the NHVR explored the future of customer experience and how as a regulator, we can continue to adapt to technological and environmental changes. The Customer Experience (CX) team enlisted the support of 3 external consultants to help shape this future vision. The process involved stakeholder interviews, industry research and customer-centric design thinking.

With a clearer view of our requirements, the NHVR published the *CX Strategy* for 2025–2028. Through annual reviews of the *CX Strategy*, we provide our customers with updates on progress toward these deliverables.

Advancing customer care

Our Advanced Customer Support (ACS) team continued to play a pivotal role in managing complex customer enquiries, significantly reducing the operational burden on key business units like our Access and Accreditation teams. By efficiently resolving issues, the ACS team contributed to faster problem resolution and improved customer satisfaction.

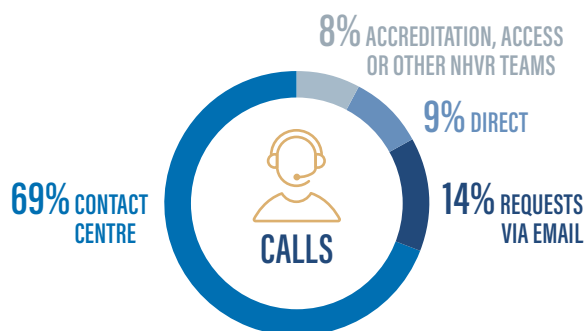
Driven by a commitment to deliver exceptional service in support of industry, the ACS team expanded our quarterly Road Manager training webinar series to include a broader audience. Launched in June 2025, 3 customer training sessions were delivered by the team covering how to complete permit applications, OSOM, road trains and PBS. This initiative addresses a critical knowledge gap within the industry by offering a comprehensive and practical overview of NHVR Go and regulatory requirements.

The team also played a key role in supporting NHVR Go development initiatives, contributing to the creation of FAQs and building a more accessible knowledge base for users.

Proactive engagement remained a priority, with welcome calls made to newly registered NHVR Go users, offering guidance and addressing any initial queries or concerns. This approach helped to foster confidence and self-sufficiency among users.

The ACS team managed a total of 6,202 calls this year, including 1,423 education calls and 510 proactive calls, with an average call duration of 22.4 minutes and a resolution rate of 87%.

Figure 6. Percentage of incoming calls to ACS



Responding to our customers

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

Internal stakeholder programs and monthly meetings with key departments ensured information systems remained up to date, embedding a continuous improvement approach amongst our people. The Contact Centre team were instrumental in this program, gathering customer sentiment to drive process improvement.

This year, we received 77 complaints, representing a 1.3% increase compared to 76 complaints in 2023–2024. Complaints about employees were the most common (42%), followed by compliance-related complaints (42%) and miscellaneous issues (20%). Importantly, in cases involving complaints about our employees, access to and use of body camera footage played a crucial role, enabling swift and accurate clarification of events. In some instances, this led to a complete dismissal of complaints, ensuring fairness to all parties involved. The use of body camera footage also contributed to faster resolution times, with complaints benefiting from this approach finalised within an average of 3 business days.

All complaints are managed in line with our [Customer Complaints Management Policy](#), ensuring a transparent and resolution-driven approach. Before closing any complaint, we ensure customers are fully informed of the findings of the investigation and the actions taken, whether related to individual

conduct or process improvements. As part of our commitment to continuous improvement, insights gained from complaints have helped us refine internal processes and implement measures to deliver enhanced customer experiences.

The consistent average resolution time of 5 days for all complaints in 2024–2025 reflects the application of the Customer Complaints Management Policy, which streamlines complaint handling through a structured and transparent process. This approach ensures timely responses to customer feedback and builds trust in NHVR’s accountability mechanisms.

A 28% increase in registered compliments (with 89 recorded) highlights the positive impact of our efforts to improve services. These compliments, often acknowledging the helpfulness and professionalism of our staff, reinforce our commitment to delivering a high standard of customer service.



Engaging with industry

The Stakeholder Engagement team have continued to establish relationships with industry throughout 2024–25, travelling across participating jurisdictions to attend and host events. With over 180 events with our industry stakeholders, the team worked with subject matter experts from across the NHVR to deliver a range of topics to industry.

Common themes in engagement include accreditation and access, fatigue, CoR, load restraint and compliance. These have been shared across various audiences including nationwide events, agricultural and livestock organisations, statewide associations and smaller operators and harvesters.

Improving understanding with regulatory partners

To facilitate the engagement of transport police agencies in the strategy and operations of the NHVR, 2024–25 has seen the update of several states’ Memorandums of Understanding (MoU) with us. These continue to formalise arrangements for cooperation on administering joint HVNL functions in the case of police services or clarifying roles and responsibilities under the national WHS laws and the HVNL.

For other state or territory-based regulators for WHS or environmental protection, we operate on a case-by-case basis as the need arises.



FEATURE

A Truckie Knows We All Need Space

In February 2025, the NHVR launched its *A Truckie Knows We All Need Space* campaign, celebrating everything it means to be a truckie and reminding drivers that safe behaviour on the road is smart behaviour.

The campaign was developed in response to alarming research findings, including that incidents involving heavy vehicles had increased by 27% between 2022 and 2023, and 64% of light vehicle drivers had reported tailgating as the most common aggressive driving behaviour experienced from heavy vehicles.

To address these concerning statistics, we collaborated with truck drivers to develop a range of road safety videos that highlight the importance of safe behaviour and remind heavy vehicle drivers that, as professionals of the highway, there is no such thing as being too careful when people’s lives are on the line.

The campaign performed exceptionally well, with the videos being viewed millions of times by truck drivers across social media. Highway billboards and petrol station media enabled our messages to reach drivers on the roads, when and where it mattered most, and the campaign was further amplified nationally through events, broadcast and trade media coverage.

These results indicate that we successfully reached the majority of our 200,000 truck driver audience nationally with considerable positive feedback and support from industry and drivers. This included “*what a great promotion this is for the industry and the hard-working drivers we have*” and “*good reminder that a bit of respect and common sense goes a long way*”.



Events and education

Engaging with the industry through events remains crucial to understanding trends, identifying issues and building rapport with the heavy vehicle community.

From July 2024, we focused on enhancing our understanding of engagement and coordination of events we are involved in. We aim in 2025–26 to maximise educational opportunities in line with strategic operations, improving the standard of NHVR content and its delivery at events.

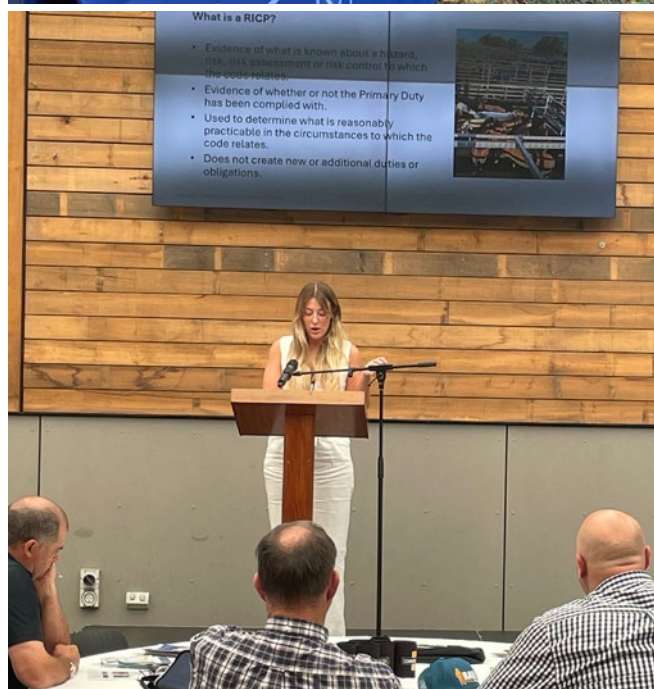
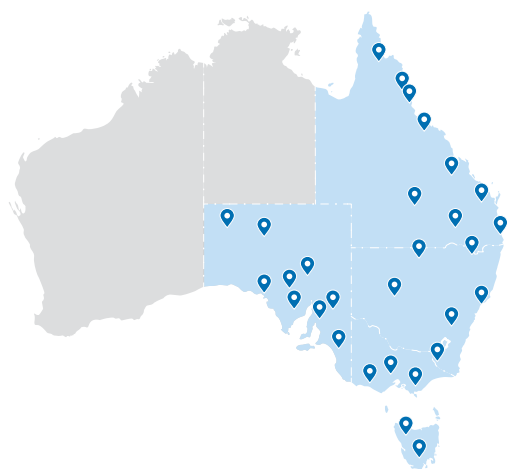
With 95 events in the first half of 2025, streamlining the events management process has enabled us to create more impactful events and gain a deeper understanding of how best and when to engage industry.

Two-thirds of events that we attended (apart from the Stakeholder Engagement team) were conferences, with the busiest period in May to June 2025.

Subject matter experts from our Operations and Safety and Productivity teams met with stakeholders in major metropolitan centres predominately on Australia's east coast.

In addition to our events, we supported safety education in schools, emphasising the risks associated with heavy vehicles on the roads. Campaigns and safety initiatives in high schools continued to help young people at the crucial age when they are eligible for driver's licenses, communicating the importance of road safety as part of their learning journey.

Figure 7. Stakeholder Engagement events



Top: Members from our Stakeholder Engagement team partnered with SCOs from NSW and VIC to deliver an information hub at Shell Buronga. Drivers received practical education on topics including compliance and work diaries. Middle: Bryson (SCO), offered advice to drivers at the Normanton information hub. Alongside Stakeholder Engagement Officer, Andrew, the team held a series of information hubs across the Gulf of Carpentaria and northern QLD in October. Bottom: Policy Advisor, Sophie, presented on Managing Effluent, the Code of Practice and Regulatory Advice to 60 attendees at the Livestock Transporters Association TAS. Left: Karen Bow, Principal CoR Advisor from our Safety Duties team, presented on CoR, the 2025 Load Restraint Guide and NHVR Go at the Livestock and Rural Transporters Association of SA 2025 Conference.



Above: Featuring multiple sites at the 2025 Brisbane Truck Show, drivers and enthusiasts were able to speak to our subject matters experts on a range of topics including road access, accreditation, PBS and safe driving around heavy vehicles.

Raising the bar at the Brisbane Truck Show

A key achievement of our centralised events coordination was participation in the May 2025 Brisbane Truck Show, which saw record attendance numbers and the largest cohort of exhibitors for the event to date.

For the first time, we delivered multiple sites within the Show, with an area specifically dedicated to our newly branded NHVR Go platform. Other NHVR divisions, including Safety and Compliance, showcased 2 NHVR compliance vehicles equipped with ANPR camera systems.

The support of our SCOs and divisional experts provided an opportunity to delve into questions on a range of topics, including work diaries, driver licensing requirements, fatigue and rest breaks, Safe T cam visibility, caravan obligations, load restraint, career pathways, interpretation of notices and logbook explanations.

Overall, 58 team members from across the NHVR completed a shift at the 4-day event, with an additional 216 employees from across the country attending the event as either a reward and recognition ticket holder or by representing the NHVR through event attendance.

Internal and external feedback highlighted the professionalism of our exhibits, as well as the interest and knowledge demonstrated by employees working on the stands.

Engaging more via social media

Our Social Media team provides timely and relevant content that engages and educates our diverse audience. Through this, we aim to build understanding of the HVNL and support improved safety and compliance across the industry.

A key focus of our social media communications over the past 12 months has been sharing intercepted compliance imagery. This imagery, often captured by NHVR SCOs, showcases real-life examples of safety issues identified on the road, such as a bus with inoperable brakes or a truck with failing windscreen wipers. These posts resonate strongly with our predominantly driver audience by highlighting potential risks and providing practical advice on how to avoid similar situations.

These posts have been hugely popular among our followers, resulting in 5.2+ million impressions and 667,719 engagements. Importantly, conversations have started with drivers sharing their own stories and safety tips in the comments – spreading education and building community.

It has also increased the positive sentiment on our channels and fostered greater appreciation for our SCOs, reflected in many comments such as, “Thanks for getting yet another one off of our roads NHVR,” “Kudos to the inspector that caught that!” and “Well done to the Officer!”

The use of compliance imagery remains integral to our social media content strategy, as it educates drivers, enhances safety and strengthens trust between the NHVR and the industry.

A reminder for the livestock industry wanting to participate in the Victorian High Productivity Livestock Vehicle (HPLV) Scheme, you must meet the following requirements:

- ✓ A Class 3 permit is required, issued via NHVRGo.
- ✓ Vehicles must meet vehicle configuration, mass and dimension limits.
- ✓ Vehicles are fitted with a GPS device accredited under the Telematics Monitoring Application or Road Infrastructure Management.
- ✓ Operators are enrolled in the HPLV Accreditation Scheme through the Livestock and Rural Transporter's Association of Victoria (LRTAV).

To access the LRTAV's HPLV Accreditation Scheme visit <https://bit.ly/456Y80j>



Our role in the broader transport landscape

We actively work with external stakeholders to:

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

CASE STUDY

Vision 2035

Our Vision 2035 project has been established to provide a clear-eyed vision of how the future of the heavy vehicle industry may evolve over the next decade, identifying key trends, opportunities and challenges.

This year, we invited people from across Australia's heavy vehicle industry to participate in a series of dynamic and collaborative workshops designed to tackle key questions on how we can best prepare for our future.

Throughout February and March 2025, we hosted workshops across the country, including in Sydney, Tamworth, Melbourne, Launceston, Adelaide, Perth, Brisbane and Townsville.

The Vision 2035 Project has been developed to help inform the NHVR's future organisational planning and strategy.

With Australia's heavy vehicle industry rapidly evolving, the NHVR wants to ensure its practices and policies remain relevant and continue to add value to industry.

We heard vital insights from industry stakeholders about their priorities, potential risks, challenges and opportunities to help identify the trends most likely to impact the heavy vehicle industry in a decade's time.

Insights and contributions will be collated and analysed allowing us to identify key themes and trends for further exploration.

The process also included harnessing information from research organisations and conducting data and literature reviews on each theme.

We expect to commence shaping the Vision 2035 blueprint by late 2025, with the goal of publishing a final version in 2026.

Supporting industry safety initiatives

The Heavy Vehicle Safety Initiative (HVSII) program has been administered by the NHVR since 2016, on behalf of the Australian Government.

Over the past 9 years, the program has invested over \$41 million in 169 projects as part of the Government's commitment to improving road safety and moving towards zero fatalities and serious injuries on our roads.

In 2025, the HVSII program committed \$4.2 million for Round 10, with grants available to industry-led safety projects that address existing safety gaps or issues affecting the heavy vehicle industry and all road users.

The **#NHVR** looks forward to continuing this important work, having announced last week that submissions for round 10 of the HVSII have now opened. The regulator is looking to support projects that address at least one of the themes – safer drivers, safer vehicles or safer road use, within the heavy vehicle industry.

To find out how to apply for funding, head to <https://lnkd.in/eTvTDGF>



Project submissions were open to any group or individual involved in Australia's heavy vehicle industry or across the wider supply chain that had a project, program, or campaign aimed at increasing compliance and promoting road safety. Final decisions on Round 10 grants will be announced and finalised in 2025.

Through previous rounds of the HVSII, we have provided funding for crucial initiatives that make a real difference on our roads, including support for industry-led initiatives focused on innovation and technology, safety awareness and evidence-based material development.

Detailed information regarding the HVSII projects that have received support are available on the NHVR website.

CASE STUDY

NHVR supports AI camera project

Funded by the NHVR's Heavy Vehicle Safety Initiative (HVSII), supported by the Australian Government, Adbri is advancing road safety with the rollout of an AI-enabled video telematics system, designed to provide drivers with real-time training and feedback, as well as proactively detect and prevent driver fatigue, distraction and potential incidents.

Through the HVSII program, the NHVR can support implementable, innovative projects that make a real impact, with Adbri's AI camera project one of the critical initiatives paving the way for safer roads.

CORPORATE GOVERNANCE

Our Corporate Governance Framework defines the standards of accountability and transparency that our stakeholders expect from us.

It sets out the principles, components and mechanisms we use to fulfil the 2 core objectives of corporate governance:

- ensuring compliance with our statutory obligations
- enhancing organisational performance.

The framework provides the context for how we operate, supporting transparent, ethical and evidence-based decision-making, effective risk management and strong stakeholder engagement.

It is firmly aligned with the HVNL and reflects all relevant legislation and government policies that support our role as Australia's heavy vehicle regulator.

Our Board comprises 5 members appointed by the QLD Minister on the unanimous recommendation of the responsible Ministers. The Board's functions under s 664 of the HVNL include:

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

In October 2024, after completing 12 years service as a member of the Board, Robin Stewart-Crompton stepped down. Dr Gillian Miles was appointed to the NHVR Board in October 2024.

OUR BOARD



The Hon Duncan Gay AM
Appointed: October 2018



Julie Russell OAM
Appointed: October 2019



Catherine Scott, FAICD
Appointed: October 2019



Dr Gillian Miles
Appointed: October 2024



The Hon Patrick Conlon
Appointed: October 2022

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

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

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

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

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

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

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

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

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

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

With more than 30 years of public experience, including her role as the Chief Executive Officer and Commissioner of the National Transport Commission (NTC), Dr Miles has led policy, business and organisation reforms in several transport-based organisations, including being appointed as the Head of Transport for VIC, where she led a significant reform of the state's transport system.

Dr Miles was also instrumental in establishing the National Women in Transport network and has a strong interest in governance and risk management.

Currently, Gillian is the Chair of the Chisholm TAFE VIC Board and a Commissioner at Infrastructure Australia.

Patrick has had a distinguished career in the SA Government, holding several ministerial portfolios, including transport and infrastructure.

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

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

OUR EXECUTIVE LEADERSHIP TEAM

The NHVR Executive Leadership Team is responsible for leading the delivery of our strategic objectives and driving an inclusive, supportive culture.

Sal Petrocchio OAM resigned from the position of NHVR Chief Executive Officer (CEO) in December 2024. Since that time, Janelle van de Velde, Chief Corporate Officer and Company Secretary, acted as Interim CEO before the commencement of Nicole Rosie on 30 June 2025.

There were 2 new ELT appointments in 2024–25. In November 2024, Geoff Mitchell was appointed Chief Technology Officer and Paul Alsbury commenced in the role of Executive Director, Statutory Compliance. Kelli Walker is currently Acting Chief Safety and Productivity Officer following the resignation of David Hourigan in June 2025.



Nicole Rosie
Chief Executive Officer
MPH LLM (Hons) BA/LLB (Hons)



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

Nicole Rosie is an experienced executive with over 20-years' experience in Chief Executive and senior management roles across the public and private sector. Most recently, the Chief Executive of New Zealand Transport Agency Waka Kotahi, Nicole's experience also includes 3 years as Chief Executive of Worksafe New Zealand (NZ National Health and Safety Regulator) and senior executive roles in Fonterra, KiwiRail/Toll NZ, Vector and Fletcher Challenge Forests.

Over her 5-year period in the NZTA role, NZ had significant changes in transport priorities with 3 government policy statements on transport (the governments 10 yr strategy documents) and significant pivots in transport priorities. NZTA's role in leading planning, investment and delivery for New Zealand under the national land transport programme grew significantly with the programme under management increasing from around 11B over 3 years to 24B. NZTA also played a key role in managing the infrastructure impacts of COVID and in responding to NZ wettest year on record (2023), which significantly impacted transport and other infrastructure networks across the country.

Transformation changes were also made in the regulatory, safety and digital functions of NZTA with modern platforms put in place to manage pricing, tolling, public transport and network management and utilisation. Through her period in the role NZ also saw improvements in transport safety and a reduction in national emissions transport emissions with NZTA leading the implementation of government transport decarbonisation initiatives such as the clean car scheme.

Nicole has a Master of Public Health in Law and Public Health from Harvard University, which she attended as a NZ Fulbright scholar. A Master of Law from Auckland University jointly supervised by the medical and law schools and Law and Arts degrees from Otago University.

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

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

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



Geoff Mitchell
Chief Technology Officer
BlInfTech (Hons) PhD GAICD



Kelli Walker
A/Chief Safety and
Productivity Officer



Paul Salvati
Chief Operations Officer
BBus (Mgt) MBA GAICD



Michelle Tayler
Executive Director,
Corporate Affairs
BJourn GAICD



Paul Alsbury
Executive Director,
Statutory Compliance
BBus LLB LLM GAICD

Geoff joined the NHVR in August 2022, initially in the role of Director Digital Enablement. Since assuming the position of Chief Technology Officer in November 2024, Geoff leads IT, analytics, data and digital assets across all the NHVR's core functions.

With more than 20 years of experience in senior technology roles, Geoff has specialised in the adoption of emerging technologies and digital transformation programs designed to modernise and simplify organisation technology portfolios.

Prior to joining the NHVR, Geoff held senior technology roles in Brisbane City Council as the Manager of Digital Strategy Innovation and Architecture, Virgin Australia as the Manager Digital and Emerging Technology, and the QLD University of Technology as the Director of Learning Environments and Technology Services.

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

Kelli previously led the NST Division of the NHVR, working with jurisdictions and NHVR business areas to coordinate the transfer of responsibility for frontline regulatory compliance and enforcement related activities delivered by the states and territories.

Working closely with jurisdictional transport agencies and other government agencies, including police, Kelli developed an effective pathway and timeline for the transition of services.

Kelli and the NST team successfully completed the transition of heavy vehicle regulatory services in SA, TAS, ACT, VIC, NSW and QLD in early 2024.

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

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

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

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

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

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

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

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

Paul joined the NHVR in November 2024 to lead the organisation's Statutory Compliance division, bringing with him more than 20 years of experience leading regulatory, legal, enforcement and oversight functions within government agencies.

Most recently holding the position of Assistant Commissioner – General Counsel, Policy and Legal Command with QLD Corrective Services, Paul has also served as Deputy Commissioner with the Independent Commission Against Corruption in SA, and as a Senior Executive Officer (Corruption) with QLD's Crime and Corruption Commission.

A previous Crown Prosecutor with the Office of the Director of Public Prosecutions, Paul has an extensive track-record in the QLD public sector including as an Executive Director (Legislation and Standards) with the Department of Transport and Main Roads and Executive Director (Legal Division) with the QLD Police Service.

Our Governance, Risk and Assurance function plays a critical role in supporting the NHVR's compliance and accountability framework. It provides the governance structure necessary to meet legislative obligations, including through the responsibilities of the Company Secretary.

This function oversees key areas such as internal audit, enterprise risk management and business continuity planning, ensuring that all related obligations are fulfilled in accordance with applicable laws and regulatory requirements.

Reports to responsible Ministers

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

We provide them with:

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

Ministerial guidance or approval is also sought from the Infrastructure and Transport Ministers Meeting (ITMM).

Under the HVNL, we must also:

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

Responsible Ministers issue an annual Statement of Expectations to the NHVR, outlining Ministerial expectations for our operations and performance in achieving the objectives of the HVNL.

Board activities

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

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

At total of 8 meetings of the Board were held during the year:

15-16 August 2024	30 January 2025
11 September 2024	12 March 2025
23-24 October 2024	9 April 2025
4-5 December 2024	11-12 June 2025

Board meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
The Hon Duncan Gay AM	Chairperson	8	8
Julie Russell OAM	Deputy Chairperson	8	8
The Hon Patrick Conlon	Member	8	8
Catherine Scott	Member	8	8
Robin Stewart-Crompton ²⁵	Member	2	2
Dr Gillian Miles ²⁶	Member	6	4

Note: includes ordinary business only and does not include any special meetings.

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



25 Member until 11 October 2024. Last meeting attendance was 11 September 2024.
 26 Member since 11 October 2024. First meeting attendance was 23 October 2024.



We invited Carter Heavy Haulage to take part in our NHVR Go promotion.

Audit and Risk Committee (ARC)

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

The ARC met on a quarterly basis during the year, with Catherine Scott as Chairperson, Robin Stewart-Crompton (member until October 2024), Dr Gillian Miles and Patrick Conlon in attendance.

External audit arrangements

Following the responsible Ministers' approval in early 2022, PKF was reappointed for a further 3 years as our external auditor and delivered external audit services to the NHVR during the 2023–24 financial year.

Internal audit arrangements

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

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

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

The Strategic Internal Audit Plan covered various topics across the organisation's risk exposure, legislative obligations and strategic plans for the 2024–25 financial year, covering such

diverse areas as privacy, corporate card usage, social media, offence management and cybersecurity matters of the NHVR.

Both the Committee and its Chairperson met regularly with the internal auditor independently of management to discuss the NHVR's performance. Our risk-based internal audit approach entails performance, financial, IT and compliance audits across the organisation.

Monitoring of findings and actions from previous audits is another ongoing function of Internal Audit. Over the course of the year, the function reviewed and closed 40 recommendations in conjunction with the organisation.

Enterprise Risk Management

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

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

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

Rigorous risk analysis underpins our forward planning process, ensuring effective organisational performance management (see the Effective Organisational Management feature on page 50 for more information).

Procurement strategy and planning

Throughout 2024–25, we advanced a range of enterprise technology initiatives designed to strengthen corporate governance, enhance operational efficiency, and support more informed, data-driven decision-making. These initiatives form part of our broader strategy to modernise core business systems and uplift enterprise capability.

A key achievement during the reporting period was the implementation of the VendorPanel system in June 2025, a significant step forward in our procurement and contract management maturity. The platform enables a more structured, consistent, and transparent approach to both market engagement and contract administration, embedding governance and compliance controls directly into procurement and contract workflows. This rollout complements other enterprise system enhancements, including ongoing improvements to the Microsoft Dynamics 365 platform, and reflects our commitment to integrated, fit-for-purpose solutions that drive business value.

In parallel, we undertook focused work to reinforce the internal frameworks that guide our commercial practices. These foundations will support the continued strengthening of our procurement capability and ensure our contracts are managed in a way that aligns with best practice and public sector expectations.

These advancements reflect our strategic investment in enterprise technologies that enhance transparency, improve performance, and enable a more resilient and accountable operating environment.

Enterprise Resource Planning – Microsoft Dynamics 365

Enhancement of our core Enterprise Resource Planning platform, Microsoft Dynamics 365, remained a focus during the year. As the technology environment continues to evolve, we will review this platform further to ensure ongoing alignment and potential integration with newly introduced systems such as VendorPanel.

Enterprise Asset Management Capability and Systems

In a way that is aligned with the QLD Audit Office's Asset Management Maturity Model, we will commence an enterprise-wide uplift in 2025–26 to strengthen how our assets are governed, monitored, and maintained. This work will prioritise consistency, enhanced oversight, and improved data integrity across our asset base. Once the desired maturity is achieved, we will be better positioned to identify and implement a fit-for-purpose technology solution for enterprise asset and lease management, with system implementation expected to commence in the following financial year.

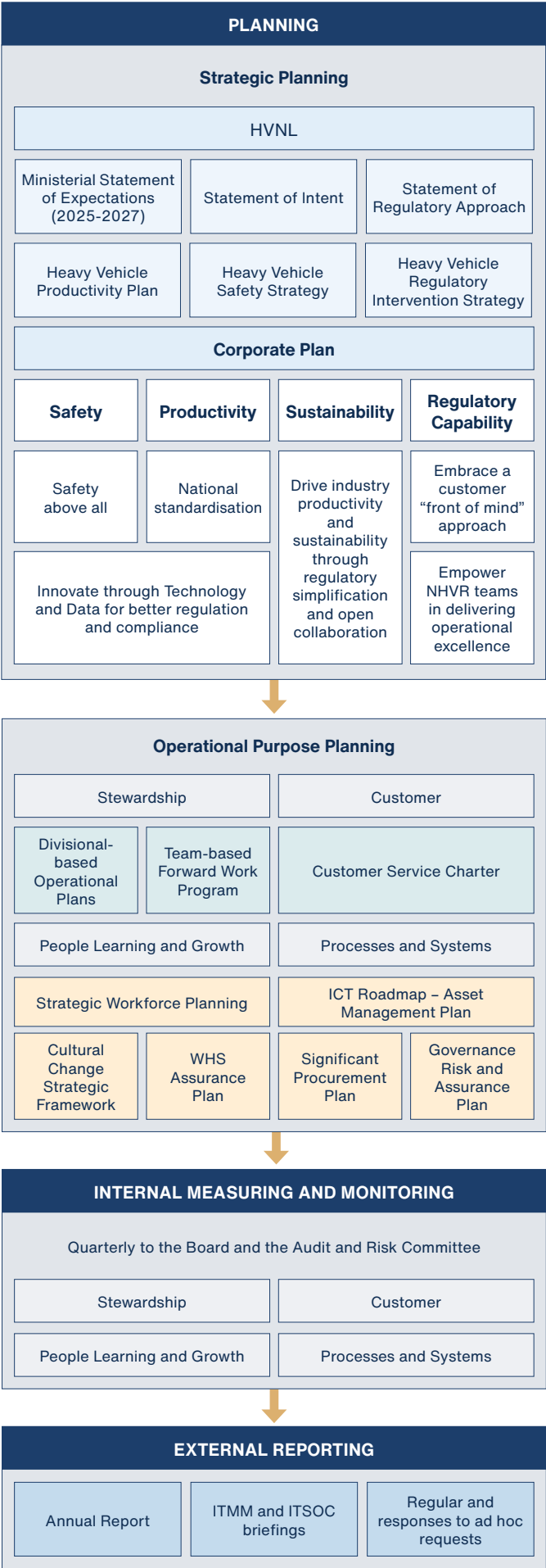
Effective organisational performance management

Our Organisational Performance Management Framework provides a mechanism which strengthens transparency and accountability.

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

All Divisions report quarterly to the Board and the ELT against our NPMs and associated goals ensuring we continue to achieve real and meaningful outcomes as efficiently and effectively as possible.

NHVR Organisational Performance Management Framework



Probity measures

Public interest disclosure

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

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

Corrupt conduct

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

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

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

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

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

Code of Conduct

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

Conflict of interest

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

Fraud control

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

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

Insurance and indemnities

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

Information privacy and right to information

Under s 696 of the HVNL, we are subject to the *Information Privacy Act 2009* (Qld) (the IP Act) and the *Right to Information Act 2009* (Qld) (RTI Act). We are guided by the legislation and the guidelines published by the QLD Office of the Information Commissioner. We are subject to internal processes and controls through our Right to Information and Information Privacy Policy and Processing RTI or IP Applications Work Procedure. Until 30 June 2025 individuals could apply for access to personal information under the IP Act and non-personal information under the RTI Act. From 1 July 2025, all applications are made under the RTI Act.

The Disclosure log on our website provides details of information released in response to RTI requests.

During 2024–25, we received 19 RTI requests with 4 withdrawn.

Ensuring our systems meet our organisational needs

Our IT investment roadmap continues to evolve, driving future investments in information technology and new governance models. We seek to ensure that investment priorities align with corporate objectives, supported by enhanced governance and reporting processes.

Progress continued on the development of our RCMS, aiming for wider adoption across HVNL states (including Western Australia) and other agencies involved in heavy vehicle compliance. Acknowledging the need for improved electronic access to NHVR systems in remote locations, the StarLink trial has been expanded to include 2 vehicles in each state (refer to case study on page 22).

The first phase of our new Enterprise Data Platform was completed in 2024–25, providing a modern, scalable, and secure solution for delivery of high quality NHVR decisioning tools into the future. The platform supports access to both analytical and real-time data sources.

Our portal was rebranded in April 2025, with the new 'NHVR Go' hub introducing additional features and functionality for a better user experience to road managers. In line with our commitment to providing safe and secure systems, multifactor authentication was introduced during the year, and for industry a new route planner was released with a turn-by-turn navigation and route card availability.

Focus on cyber security

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

We are aligned to the Australian Cyber Security Centre's Essential 8 strategies to mitigate cybersecurity incidents. We employ best practice elements from the Protective Security Policy Framework published by the Attorney-General's Department and the ISO 27001 *International standard for information security*.

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

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

Data governance uplift

In support of our digital maturity journey and strategic decision-making, we commenced the development of a data governance initiative in 2024–25.

Aligned to our digital strategy, an integrated and federated governance model puts accountability, integrity, security and value at the core of our operations, supporting the maturity of all business units.

We will create the foundations of a trusted data ecosystem that empowers our people, supports evidence-based decision-making and enhances our responsiveness in response to operational and cyber risks.

Over the coming year, we will:

- map our enterprise data landscape
- capture all critical data sets across business units and domains to create a single source of truth for asset, operational, regulatory, and customer data
- enhance data collection and quality processes
- introduce standardised protocols for data lineage, metadata management, and quality thresholds
- enable business units to operate as self-governing data domains while remaining aligned to enterprise standards, legislation and endorsed governance principles.

Our newly established Data Governance Centre of Excellence will serve as a resource to support best practice, including frameworks, policies, templates and guidance materials.

Convening for the first time in August 2025, our Data Governance Oversight Committee will provide a single point of accountability for data-related decisions, including ethical considerations around the use of advanced analytics and AI. Its mandate includes supporting regulatory compliance, overseeing governance alignment and shaping responses to high-risk or high-value data incidents.

It will foster a culture of literacy and collaboration by equipping our people with the tools and training needed to take ownership of data within their domains.

Looking ahead, data governance will act as a pillar of our data breach readiness strategy, including alignment with the Notifiable Data Breaches scheme, the Privacy Act and sector-specific obligations under the HVNL.

Together, these investments position us not only to manage data more effectively but to lead in how we govern, protect, and innovate with data across the heavy vehicle sector.

Our Financial Management Framework

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

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

Our Financial Performance

The financial statements for the 2024–25 reflect a year of consolidation post transition of the final jurisdiction, with increasing operational costs and project spend driving a deficit of \$28.3m. This deficit is in line with budget and we remain in a strong financial position, with net assets of \$105.6m.

Key points include:

- A net deficit in line with budget.
- An increase in operational costs on prior year, reflecting a full year of Qld transition, new Enterprise Agreements and investment in property and vehicles.
- Strong cash balance to support future operational needs and fund projects in line with the Corporate Plan.

The NHVR's revenue is primarily derived from the regulatory component of heavy vehicle registrations and increased in 2024–25 by \$9.8m to \$193.4m.

Inspections delivered on behalf of NSW and QLD as well as access and accreditation fees made up the bulk of the balance of revenue sources.

Our expenses are predominately driven by employee costs, which saw an increase of \$37.7m as TMR employees transitioned to NHVR operations from 20 April 2024 and new Enterprise Agreements came into effect for Administration and Professionals (Feb 2025) and On Roads (May 2025).

Third party services (project and IT related costs), other costs (travel, office, marketing, asset repairs and maintenance) and depreciation and amortisation make up the bulk of the remaining expenses.

Looking forward

As we move into the 2025–26 financial year, our key financial objectives are to:

- Work towards operational breakeven by the end of the plan period with a focus on refining our cost base.
- Deliver on the projects identified and funded in the Corporate Plan.
- Ensure long term financial sustainability whilst delivering on our strategic objectives.

The approved *2025–28 Corporate Plan* and Budget reflects these objectives.

NATIONAL HEAVY VEHICLE REGULATOR

FINANCIAL STATEMENTS FOR YEAR ENDED 30 JUNE 2025

CONTENTS

Financial Statements

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

Notes to the Financial Statement

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

Statement of profit or loss and other comprehensive income for year ended 30 June 2025

	Note	2025	2024
		\$000	\$000
Income from continuing operations			
Regulatory income	2	193,446	184,308
Grants and other contributions	3	8,403	8,976
Fee income	4	17,172	15,238
Other income	5	42,390	36,339
Total income from continuing operations		261,411	244,861
Expenses from continuing operations			
Employee and related expenses	6	161,977	124,262
Service agreement payments	7	6,613	16,304
Third party services	8	62,089	52,202
Depreciation and amortisation	9	18,293	16,360
Building property and motor vehicle expenses	10	5,717	4,864
Financing costs		1,990	906
Other expenses	11	32,695	24,946
Total expenses from continuing operations		289,374	239,844
Operating surplus/(deficit) from continuing operations		(27,963)	5,017
Total surplus/(deficit) for the period		(27,963)	5,017
Other comprehensive income		-	-
Total comprehensive income / (loss)		(27,963)	5,017

Statement of financial position as at 30 June 2025

	Note	2025	2024
		\$000	\$000
Assets			
Current assets			
Cash and cash equivalents	26	99,552	127,344
Trade and other receivables	12	30,641	32,628
Other current assets	13	5,087	3,490
Total current assets		135,280	163,462
Non current assets			
Plant and equipment	14	25,023	19,417
Right-of-use assets	16	41,219	50,815
Intangible assets	15	816	3,759
Total non current assets		67,058	73,991
Total assets		202,338	237,453
Liabilities			
Current liabilities			
Trade and other payables	17	11,863	14,317
Accrued employee benefits	18	34,937	28,907
Lease liabilities	16	8,264	9,868
Other liabilities	19	1,211	4,234
Total current liabilities		56,275	57,326
Non current liabilities			
Accrued employee benefits	18	3,898	3,475
Provision for make good	16	1,515	1,821
Lease liabilities	16	34,646	40,864
Total non current liabilities		40,059	46,160
Total liabilities		96,334	103,486
Net assets		106,004	133,967
Equity			
Transition reserves	27	3,675	3,675
Accumulated surplus		102,329	130,292
Total equity		106,004	133,967

Statement of changes in equity for year ended 30 June 2025

	Note	Accumulated surplus	Transition reserve	Total
		\$000	\$000	\$000
Balance as at 1 July 2023		125,275	1,869	127,144
Operating surplus from continuing operations		5,017	-	5,017
Transition Reserve Movement	27	-	1,806	1,806
Balance as at 30 June 2024		130,292	3,675	133,967
Balance as at 1 July 2024		130,292	3,675	133,967
Operating surplus from continuing operations		(27,963)	-	(27,963)
Balance as at 30 June 2025		102,329	3,675	106,004

Statement of cash flows for year ended 30 June 2025

	Note	2025	2024
		\$000	\$000
Cash flows from operating activities			
<i>Inflows:</i>			
Regulatory income		192,503	183,493
Other contributions		3,432	4,039
GST refunded from Australian Taxation Office		10,026	9,628
Receipts from operating activities (NHVAS and Access)		47,895	12,042
Interest received		5,417	6,566
Other		20,695	41,094
		279,968	256,862
<i>Outflows:</i>			
Employee and board related expenses		(154,800)	(120,343)
Supplies and services		(131,481)	(123,019)
Interest expenses		(1,990)	(906)
		(288,271)	(244,268)
Net cash provided by / (used in) operating activities	20	(8,303)	12,594
Cash flows from investing activities			
<i>Outflows:</i>			
Payments for plant and equipment		(9,398)	(8,657)
Net cash provided by / (used in) investing activities		(9,398)	(8,657)
Cash flows from financing activities			
<i>Outflows:</i>			
Lease payments	21	(10,091)	(10,438)
Net cash provided by / (used in) financing activities		(10,091)	(10,438)
Net increase / (decrease) in cash and cash equivalents		(27,792)	(6,501)
Cash and cash equivalents at the beginning of the period		127,344	133,845
Cash and cash equivalents at the end of the period		99,552	127,344

The accompanying notes form part of these statements.

Note 1 Basis of financial statement preparation

The accounting policies that are material to the Regulator are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

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

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

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

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

These business activities were initially delivered via Service Level Agreements with each of the participating states and territories. As at 30 June 2025, all participating states and territories have transitioned.

Recent years have seen a significant amount of movement in the composition of the Profit and Loss and Financial Position of The Regulator, as first NSW (1 August 2022) and then Queensland (20 April 2024) transitioned into the Regulator. The Profit and Loss has seen additional income from inspections services and a reduction in service agreement payments offset with a significant increase in employee expenses as employees were transitioned into The Regulator. 2024–25 is the first complete year after the transitions.

(b) Statement of compliance

The Regulator has prepared these financial statements in compliance with 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 10 September 2025.

(c) The reporting entity

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

(d) Going concern

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

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

(e) Insurance

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

(f) Taxation

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

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

(g) Estimates and judgements

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

- Assessment of doubtful or bad debts – Note 12
- Valuation of intangibles, property, plant and equipment, asset impairment – Note 14 and 15
- Amortisation of intangibles, depreciation of property, plant and equipment and right of use assets – Note 9, 14, 15 and 16
- Right of use asset and lease liabilities – Note 16
- Accrued expenses – Note 17
- Accrued employee benefits – Note 18
- Transition of state jurisdictions to NHVR – Note 27

(h) Rounding and comparatives

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

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

(i) New Accounting Standards and Interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the consolidated entity for the annual reporting period ended 30 June 2025. The Regulator's assessment of the impact of these new or amended Accounting Standards and Interpretations, most relevant to the Regulator, are set out below.

AASB 18 Presentation and Disclosure in Financial Statements

This standard is applicable to annual reporting periods beginning on or after 1 July 2028 for not-for-profit public sector entities, and early adoption is permitted. The standard replaces IAS 1 '*Presentation of Financial Statements*', with many of the original disclosure requirements retained and there will be no impact on the recognition and measurement of items in the financial statements. But the standard will affect presentation and disclosure in the financial statements, including introducing 5 categories in the statement of profit or loss and other comprehensive income: operating, investing, financing, income taxes and discontinued operations.

The standard introduces 2 mandatory sub-totals in the statement: 'Operating profit' and 'Profit before financing and income taxes'. There are also new disclosure requirements for 'management-defined performance measures', such as earnings before interest, taxes, depreciation and amortisation ('EBITDA') or 'adjusted profit'. The standard provides enhanced guidance on grouping of information (aggregation and disaggregation), including whether to present this information in the primary financial statements or in the notes. The Regulator will adopt this standard from 1 July 2027 and it is expected that there will be a significant change to the layout of the statement of profit or loss and other comprehensive income.

Note 2 Regulatory income

	2025	2024
	\$000	\$000
VicRoads (VIC)	61,271	58,164
Roads and Maritime Services (NSW)	57,546	55,310
Transport and Main Roads (QLD)	51,930	48,947
Department for Planning, Transport and Infrastructure (SA)	16,780	16,147
Chief Minister, Treasury and Economic Development (Access ACT)	854	807
Department of Infrastructure, Energy and Resources (TAS)	5,065	4,933
Total regulatory income	193,446	184,308

Material accounting policy – regulatory income

The Regulator receives monthly remittances from participating jurisdictions representing the regulatory component of heavy vehicle registration charges. These funds are provided to support the Regulator's obligations under the HVNL.

Based on the nature of the funding arrangement, the Regulator has applied AASB 1058 *Income of Not-for-Profit Entities*. Accordingly, regulatory income is recognised based on the monthly remittance received from the participating jurisdictions.

Note 3 Grants and other contributions

	2025	2024
	\$000	\$000
Commonwealth contributions recognised on receipt ⁽¹⁾	4,450	4,364
Commonwealth contributions recognised over time ⁽²⁾	3,686	4,612
Contributions from NSW ⁽³⁾	267	-
Total grants and other contributions	8,403	8,976

Disclosure – contributions

⁽¹⁾ The Regulator received a contribution from the Commonwealth of \$4.5m in the financial year for Heavy Vehicle Safety Initiatives (\$4.4m 2023-24). This funding has been recognised as revenue on receipt under AASB 1058 *Income of Not-for-Profit Entities*, as the Regulator's obligations are not sufficiently specific. The funds are used for the broad objectives of the Regulator, that is to implement safety initiatives with the aim to improve safety for the heavy vehicle industry and other road users. The Heavy Vehicle Safety Initiatives is for projects undertaken by third parties.

⁽²⁾ The Strategic Local Government Asset Assessment Project Phase 2 completed its 3 year period December 2024. The unspent balance of \$1.2m remains in Unearned Revenue (30 June 2024 \$4.2m). Refer to Note 19. The Commonwealth has requested that the Regulator hold this balance until a decision is made regarding a variation to Phase 3. For Phase 3 the Regulator will receive funding in arrears and revenue is recognised based on spending to date.

In prior years the regulator would receive funding in advance of each year. That funding was recognised under AASB 15 *Revenue from Contracts with Customers*, with revenue recognised as performance obligations were met.

The reduction in income is due to the change between phases. Phase 2 completed 31 December 2024, Phase 3 commenced January 2025 and a new phase takes some months to ramp up again

⁽³⁾ The Regulator recognised revenue under AASB 15 *Revenue from Contracts with Customers*, from Transport for NSW. The Regulator has agreed to manage and perform NSW's Strategic Local Government Asset Assessment Project obligation for Phase 3. Revenue is recognised based on spending to date.

Material accounting policy – contributions

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

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

Otherwise, the grant or donation is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding. AASB 1058 provided for grants received for capital purposes can be deferred.

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

Note 4 Fee income

	2025	2024
	\$000	\$000
National Heavy Vehicle Accreditation Scheme (NHVAS) fees	5,888	4,889
Work diaries	4,322	4,138
Access permit fees	6,962	6,211
Total fee income	17,172	15,238

Material accounting policy – fee income

Fee income is recognised when performance obligations are met i.e. services are completed and includes application fees associated with the National Heavy Vehicle Accreditation Scheme, national driver work diary fees and application fees for Access permits collected under the HVNL. 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

	2025	2024
	\$000	\$000
Interest income ⁽¹⁾	5,274	6,525
Heavy Vehicle Inspection Services ⁽²⁾	32,441	23,002
Sundry revenue ⁽³⁾	4,675	6,812
Total other income	42,390	36,339

Disclosure – other income

⁽¹⁾ Interest income is received from short term cash deposits and operating cash held. 2024-25 reflects the reduced interest rates and lower cash balances than in the prior year.

⁽²⁾ Heavy Vehicle Inspection Services is a source of funding received from Transport for NSW (TfNSW) and Queensland (TMR), referred to as Programmed Vehicle Inspections (PVI) under their respective MoUs. The NHVR performs the required annual heavy vehicle inspections on behalf of TfNSW and TMR, which is an additional service to the work the NHVR is required to perform under the HVNL. 2024-25 is a full year service for TMR (transition date from 20 April 2024). This income is recognised when performance obligations are met under AASB15 *Revenue from Contracts with Customers*.

⁽³⁾ A review of infringement revenue received from TfNSW has resulted in an adjustment of \$2.7m, decreasing the infringement revenue to \$3.4m (2023-24 \$5.7m).

Material accounting policy – other income

Interest income

Under AASB15 *Revenue from Contracts with Customers*, interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Sundry Revenue

Sundry Revenue is recognised under AASB1058 *Income of Not-for-Profit Entities*, it is primarily income received for services provided to industry and other government jurisdictions. It also includes penalty revenue and court fee reimbursements.

Note 6 Employee and related expenses

	2025	2024
	\$000	\$000
Wages and salaries	136,806	103,992
Employer superannuation contribution	15,620	11,539
Payroll tax	7,898	6,043
Other employee related expenses	1,653	2,688
Total employee and related expenses	161,977	124,262

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

	No.	No.
Number of employees as at 30 June:	1,063	994

Disclosure – Employee and related expenses

Employee related expenses increased significantly due to a full year of Queensland Operations staff and the recruitment of vacant roles. In addition average wage and oncost increased on the prior year, reflecting new Enterprise Agreements.

Material accounting policies – employee and related expenses

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

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

Wages and salaries

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

Annual leave

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

Rostered days off

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

Sick leave

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

Long service leave

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

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

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

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

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

Superannuation

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

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

Note 7 Service agreement payments

	2025	2024
	\$000	\$000
VIC Roads (Vic)	2,327	2,162
Transport for NSW (TfNSW)	111	322
Transport and Main Roads (Qld) ⁽¹⁾	414	9,839
Department for Planning, Transport and Infrastructure (SA)	918	906
Weight of Loads Group	1,051	1,020
Transport Certification Australia	1,792	2,055
Total service agreement payments	6,613	16,304

Material accounting policy – service agreement payments

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

⁽¹⁾ The significant reduction in service agreement payments to TMR reflects the transition of services from TMR to NHVR on 20 April 2024.

Note 8 Third party services

	2025	2024
	\$000	\$000
Contractor costs ⁽¹⁾	21,485	16,505
Consulting costs ⁽¹⁾	9,048	8,331
IT systems support ⁽²⁾	3,460	1,781
Managed services ⁽³⁾	1,959	966
Equipment purchases	1,227	2,427
Software subscriptions and licence fees ⁽⁴⁾	20,783	18,914
Telecommunication costs	2,723	1,916
Advisory services	1,045	999
Internal audit fees	292	315
External audit fees	67	48
Total third party services	62,089	52,202

Disclosure – Third party services

⁽¹⁾ For the 2025 Financial Statements Consulting costs have been shown separately from Contractor costs. Contractor costs increased due to additional hours to support project work.

⁽²⁾ The increase relates to a full year of Queensland and increased projects works.

⁽³⁾ Managed Services costs increased due to an expanded scope of services provided by the property and facilities management provider, with a full year of Queensland activity.

⁽⁴⁾ The increase in software subscription and licence fees is attributed to upgrades of current software licences and the deployment of new applications aligned with evolving operational needs. In addition to a reallocation of licence costs from Note 11, prior year has also been adjusted to reflect this change.

Note 9 Depreciation and amortisation

	2025	2024
	\$000	\$000
Plant and equipment	1,966	1,116
Leasehold improvements	1,101	586
Motor vehicles	272	183
Computer hardware	453	431
Computer software (intangible asset)	2,943	3,283
Right-of-use assets – property	8,990	8,774
Right-of-use assets – fleet	2,568	1,987
Total depreciation and amortisation⁽¹⁾	18,293	16,360

⁽¹⁾ The increase in depreciation and amortisation reflects the additional assets for the Queensland region and the new head office leasehold improvements completed.

Material accounting policy – refer to Notes 14 and 15.

Note 10 Building property and motor vehicle expenses

	2025	2024
	\$000	\$000
Property general expenses ⁽¹⁾	3,584	2,767
Fleet general expenses	2,133	2,097
Total Building property and motor vehicle expenses	5,717	4,864

⁽¹⁾ NHVR has outsourced property management functions and the increase relates to a full year for the Queensland properties plus costs related to the new head office that were not capitalised

Note 11 Other expenses

	2025	2024
	\$000	\$000
Grants to industry and state governments ⁽¹⁾	4,948	3,455
Office related expenses	8,320	8,315
Repairs and maintenance ⁽²⁾	4,301	1,597
Marketing and communication related expenses ⁽³⁾	4,540	3,721
Insurance	1,773	1,199
Travel expenses ⁽⁴⁾	8,246	6,133
Board fees	526	493
Other board related expenses	41	33
Total other expenses	32,695	24,946

⁽¹⁾ Reflects increased activity to third party vendors for the Heavy Vehicle Safety Initiatives funded by the Commonwealth. Refer to Note 3.

⁽²⁾ Additional costs in FY25 include compliance audit for all sites \$1.1m and \$1.2m of works to improve sites for NSW and QLD post transition.

⁽³⁾ NHVR has continued to increase communication activities, especially in the social media spaces. The largest impact relates to Written Work Diary costs due to the Queensland transition.

⁽⁴⁾ Significant increase is attributed to full year of QLD employees travel costs (prior year was from transition date of 20 April 2024).

Licence Fees used to be included in Note 11, these now form part of Note 8.

Note 12 Trade and other receivables

	2025	2024
	\$000	\$000
Trade receivables ⁽¹⁾	29,791	30,538
Less: provision for doubtful debts	-	-
GST – net receivable ⁽²⁾	575	1,671
Interest receivable	144	284
Other receivables	131	135
Total trade and other receivables	30,641	32,628

Material accounting policy – receivables

⁽¹⁾ Trade receivables are predominantly in relation to the amount due from the jurisdictions.

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

⁽²⁾ GST – net receivable depends on the timing of receivables and payables processed. Most of NHVR's revenues are GST exempt, and the majority of expenses include GST paid.

Note 13 Other current assets

	2025	2024
	\$000	\$000
Prepayments		
Annual licence fees	1,060	1,026
Insurance	181	90
Support and maintenance	50	252
Rent and fleet	381	566
Other	438	1,051
Wages	9	24
Software subscriptions ⁽¹⁾	2,968	481
Total other current assets	5,087	3,490

⁽¹⁾ Increase is due to invoices relating to future periods being processed in June 2025.

Note 14 Plant and equipment

a) Classes of plant and equipment

	2025	2024
	\$000	\$000
Plant and equipment		
At cost	16,813	12,295
Less: accumulated depreciation	(6,394)	(3,370)
	10,419	8,925

Leasehold improvements		
At cost ⁽¹⁾	14,519	5,948
Less: accumulated depreciation	(1,706)	(1,628)
	12,813	4,320

Fleet		
At cost	416	639
Less: accumulated depreciation	(193)	(256)
	223	383

Computer hardware		
At cost	1,577	1,550
Less: accumulated depreciation	(1,316)	(863)
	261	687

Work in progress		
Acquisitions	1,307	5,102
Carrying amount at 30 June⁽²⁾	1,307	5,102
Total plant and equipment	25,023	19,417

⁽¹⁾ Increase is due to improvements to new property leases, in particular the new head office and Queensland locations.

⁽²⁾ Work in progress reflects the progress across multiple states for capital improvements for plant, equipment and leasehold locations. These assets are not recognised until works are completed.

Material accounting policy – recognition

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

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

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

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

Material accounting policy

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

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

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

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

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

Disclosure – depreciation

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

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

b) Reconciliation of movement in plant and equipment 2024–2025

	Plant and equipment	Leasehold Imp	Fleet	Computer hardware	Capital works in progress	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 July 2024	8,925	4,320	383	687	5,102	19,417
Acquisitions ⁽¹⁾	-	-	-	-	9,439	9,439
Disposals	-	-	(109)	-	-	(109)
Acquisition transfers	2,973	10,064	170	27	(13,234)	-
Depreciation	(1,966)	(1,101)	(272)	(453)	-	(3,792)
Prior year class changes	487	(470)	51	-	-	68
Carrying amount at 30 June 2025	10,419	12,813	223	261	1,307	25,023

⁽¹⁾ The significant acquisition reflects the investment in equipment and office fitout across QLD, NSW and SA and includes the new head office in Brisbane.

Reconciliation of movement in plant and equipment 2023–2024

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

Note 15 Intangible assets

a) Classes of intangible assets

	2025	2024
	\$000	\$000
Internally generated software (completed)		
At cost	35,442	35,442
Less: accumulated amortisation	(34,626)	(31,683)
Carrying amount at 30 June	816	3,759
Total intangible assets	816	3,759

b) Reconciliation of movement in intangible assets

Internally generated software (completed)		
Carrying amount at 1 July	3,759	7,042
Transfers from WIP	-	-
Amortisation	(2,943)	(3,283)
Carrying amount at 30 June	816	3,759

Material accounting policy – intangible assets and amortisation

Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated 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.

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

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

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

Note 16 Leases – right-of-use assets

	2025	2024
	\$000	\$000
Property		
Opening balance at 1 July	43,375	20,203
Additions and terminations	(419)	31,946
Amortisation charge	(8,990)	(8,774)
Closing balance at 30 June⁽¹⁾	33,966	43,375
Fleet		
Opening balance at 1 July	7,440	3,695
Additions and terminations	2,381	5,732
Amortisation charge	(2,568)	(1,987)
Closing balance at 30 June⁽¹⁾	7,253	7,440
Total right-of-use assets	41,219	50,815

⁽¹⁾ Decreases are mostly due to amortisation, especially full year of amortisation for Queensland. Additions balanced out terminations for the year.

Lease liabilities		
Current		
Property	6,042	7,905
Fleet	2,222	1,963
	8,264	9,868
Non-current		
Property	29,986	35,824
Fleet	4,660	5,040
	34,646	40,864
Total lease liabilities	42,910	50,732

Material accounting policy – lease

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

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

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

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

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

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

	2025	2024
	\$000	\$000
Provision for make good	1,515	1,821

Lease make good provision

A provision has been made for the present value of anticipated costs for future restoration of leased premises. The provision includes future cost estimates associated with closure of the premises. The calculation of this provision requires assumptions such as application of closure dates and cost estimates. The provision recognised for each site is periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs for sites are recognised in the statement of financial position by adjusting the asset and the provision. Reductions in the provision that exceed the carrying amount of the asset will be recognised in profit or loss.

Note 17 Trade and other payables

	2025	2024
	\$000	\$000
Trade payables	5,264	6,851
Other payables		
Accrued expenses	5,837	6,718
Other payables	762	748
	6,599	7,466
Total trade and other payables	11,863	14,317

Material accounting policy – payables

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

Note 18 Accrued employee benefits

	2025	2024
	\$000	\$000
Current		
Annual leave ⁽¹⁾	13,172	11,581
Rostered days off ⁽²⁾	373	946
Time off in lieu ⁽²⁾	832	267
Long service leave ⁽¹⁾	17,633	14,848
Accrued wages and superannuation	2,927	1,265
	34,937	28,907
Non-current		
Long service leave ⁽³⁾	3,898	3,475
	3,898	3,475
Total accrued employee benefits	38,835	32,382

Disclosure – accrued employee benefits

⁽¹⁾ The increases reflect increased staff numbers, salaries increases and the full impact of the Queensland transition.

⁽²⁾ The implementation of the new EA for administration & Professional staff saw a change to Time off in Lieu from Rostered Days Off for many staff.

⁽³⁾ The amounts disclosed are discounted to present values using the relevant Australian Government Bond Rates at 30 June 2025, based on the accrued service years

Material accounting policy – refer to Note 6

Note 19 Other liabilities

	2025	2024
	\$000	\$000
Unearned revenue	1,211	4,234
Total other liabilities	1,211	4,234

Reconciliation – unearned revenue

Reconciliation of the unearned revenue written down values at the beginning and end of the current and previous financial year are set out below:

Opening balance	4,234	5,235
Payments received in advance ⁽¹⁾	-	4,000
Transfer to revenue – included in the opening balance ⁽²⁾	(3,027)	(4,612)
Transfer to revenue – other balances	4	(389)
Closing balance	1,211	4,234

Disclosure – unearned revenue

⁽¹⁾ 2024 only, includes the Strategic Local Government Asset Assessment Project receipt of \$4.0m for its third and final year of Phase 2.

⁽²⁾ 2025 is for the final transfer to revenue for Phase 2 from July 2024 to December 2024.

Material accounting policy – refer to Note 3

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

	2025	2024
	\$000	\$000
Operating surplus	(27,963)	5,017
Adjusted for		
Depreciation and amortisation	18,293	16,360
	18,293	16,360
Change in assets and liabilities		
Change in trade receivables - interest	140	40
Change in trade receivables - net GST receivable	1,096	24
Change in other receivables	751	(11,723)
Change in other assets	(1,596)	837
Total change in assets	391	(10,822)
Change in trade and other payables	(2,454)	(1,390)
Change in accrued employee benefits	6,453	4,430
Change in unearned revenue	(3,023)	(1,001)
Total change in liabilities	976	2,039
Net cash inflows / (outflows) from operating activities	(8,303)	12,594

Note 21 Changes in liabilities arising from financing activities

	Borrowings	Lease Liability	Other	Total
	\$000	\$000	\$000	\$000
Balance as at 1 July 2023	-	25,007	-	25,007
Net cash from / (used) in finance activities	-	(10,438)	-	(10,438)
Acquisitions & terminations	-	37,678	-	37,678
Other non-cash changes	-	(1,515)	-	(1,515)
Balance as at 30 June 2024	-	50,732	-	50,732
Net cash from / (used) in finance activities	-	(10,091)	-	(10,091)
Acquisitions & terminations	-	1,962	-	1,962
Other non-cash changes	-	307	-	307
Balance as at 30 June 2025	-	42,910	-	42,910

Note 22 Key management personnel and remuneration expenses

a) Board members

	Short term employee expenses Monetary	Long term employee expenses Non-monetary	Post employment expenses	Termination benefits	Total expenses
	\$	\$	\$	\$	\$
1 July 2024 – 30 June 2025	448,552	-	-	51,592	-
					500,145
1 July 2023 – 30 June 2024	442,420	-	-	51,012	-
					493,432

Disclosure – remuneration expenses

The Board comprises 5 members including the Chair. The increase in 2025 costs reflect the annual fee increase for Board members.

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 2024–25.

Position	Responsibilities	2024–2025 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	30/06/2025	
Chief Executive Officer	As above.	Common law contract	19/05/2014	24/1/2025
Chief Corporate Officer & Company Secretary	Manages finance, human resources, procurement & facilities, legal services and corporate governance.	Common law contract	24/01/2022	
Chief Technology Officer	Manages technology strategy, architecture, operations, cyber security, and data science.	Common law contract	18/11/2024	
Chief Data & Technology Officer	As above	Common law contract	24/01/2022	15/11/2024
Chief Operations Officer	Manages the effectiveness of the operational processes and transactions for customers and service users of the Regulator. Accountable for the operational safety and compliance functions across the Regulator.	Common law contract	04/03/2019	
Chief Safety and Productivity Officer	Manages the development of industry and organisational safety standards (and associated assurance functions), organisational strategy, policy development and research and freight transport productivity initiatives.	Common law contract	18/01/2023	2/6/2025
Executive Director Statutory Compliance	Manages statutory compliance and enforcement activities through investigation and prosecution of significant non-compliance and providing intelligence services.	Common law contract	18/11/2024	
Executive Director Statutory Compliance	As above.	Common law contract	02/01/2013	2/1/2025
Executive Director Corporate Affairs	Manages intergovernmental relations and communications.	Common law contract	24/01/2022	
Executive Director On Road Operations	The executive role for the National Services Transition Projects completed in June 2024. This new role commenced July 2024 managing operational on roads.	Common law contract	27/06/2016	

c) Remuneration expenses

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

Short term employee expenses which include:

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

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

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

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

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

	Short term employee expenses Monetary	Short term employee expenses Non-monetary	Long term employee expenses	Post employment expenses	Termination benefits	Total expenses
	\$	\$	\$	\$	\$	\$
1 July 2024 – 30 June 2025	2,585,073	-	215,229	220,789	637,913	3,659,004
1 July 2023 – 30 June 2024	2,634,830	19,563	545,374	215,111	-	3,414,878

Disclosure – remuneration expenses

Remuneration of key executive management personnel increased overall by 7%. This was largely due to termination costs during the year.

d) Performance payments

No key management personnel remuneration packages provided performance or bonus payments.

Note 23 Commitments for expenditure

Support and maintenance expenditure commitments

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

	2025	2024
	\$000	\$000
Not later than 1 year	4,907	1,687
Later than 1 year and not later than 5 years	1,100	372
Total	6,007	2,059

In 2021 the contract for systems support and maintenance was won by a new Supplier, and a contract agreed for 3 years to August 2024. This was extended to 30 September 2026.

Note 24 Contingencies

Financial guarantees

Financial guarantees are in place with respect of the lease for office accommodation. The Regulator has a facility of \$3,000,000 with the Commonwealth Bank of Australia Ltd of which the following guarantees (\$2,261,322) have been issued:

- National Mutual Life Nominees PTY LTD (lease for Level 3 and part of 4, 76A Skyring Terrace, Newstead QLD, 4006) - \$799,684
- National Mutual Life Nominees PTY LTD (lease for Level 1 and 2, 76A Skyring Terrace, Newstead QLD, 4006) - \$333,310
- National Mutual Life Nominees PTY LTD (lease for Part Level 4, 76A Skyring Terrace, Newstead QLD, 4006) - \$299,582
- Perpetual Trustee Company LTD (lease for Part 2, 187 Todd Road, Port Melbourne, VIC, 3207) - \$155,585
- GPT RE LTD (lease of Level 11, 32 Smith Street, Parramatta, NSW) - \$634,881
- Keane Super ATF The Keane Superannuation Fund (lease of 7 Tait Street, Torrington, QLD, 4350) - \$38,280

Guarantees are not recognised in the Statement of Financial Position as the probability of default is remote. Financial guarantee contracts are measured in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Guarantees relate to the now vacated prior head office and are in the process of being returned.

Note 25 Events occurring after balance date

The Board of the Regulator is not aware of any events subsequent to 30 June 2025 that could materially affect the financial statements as presented.

Note 26 Financial instruments

Material accounting policies – Financial instruments

Recognition and derecognition

Financial assets and liabilities are recognised in the Statement of Financial Position when the Regulator becomes party to the contractual provisions of the financial instrument. Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with AASB 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- amortised cost
- fair value through profit or loss (FVTPL)
- fair value through other comprehensive income (FVOCI).

In the periods presented the Regulator does not have any financial assets categorised as FVOCI or FVTPL.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Regulator's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Impairment of financial assets

AASB 9 replaced the 'incurred loss' model in AASB 139 with an 'expected credit loss' (ECL) model. This impairment model applies to the Regulator in relation to financial assets classified at amortised cost, being the trade receivables. Based on the Regulator's assessment of historical provision rates, there is no material financial impact on the impairment provisions on adoption of this standard and no adjustment to retained earnings is required. For the current period, the Regulator has elected to measure loss allowances on trade receivables using a life-time expected loss model which is measured based on historical credit loss experience.

Classification and measurement of financial liabilities

The Regulator's financial liabilities include borrowings, trade and other payables. Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, then subsequently held at amortised cost.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method, except for financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss. All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

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

(a) Categorisation of financial instruments

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

	Note	2025	2024
Category		\$000	\$000
Financial assets			
Cash and cash equivalents		99,552	127,344
Trade and other receivables	12	30,641	32,628
Total		130,193	159,972
Financial liabilities			
Lease liabilities – property	16	36,028	43,729
Lease liabilities – fleet	16	6,882	7,003
Trade and other payables	17	11,863	14,317
Total		54,773	65,049

(b) Credit risk exposure

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment. No collateral is held as security relating to the financial assets held by the Authority.

The following table represents the Regulator's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk			
Category			
Cash and cash equivalents		99,552	127,344
Trade receivables	12	29,791	30,538
Total		129,343	157,882

Disclosure – credit risk exposure

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

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

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

(c) Liquidity risk

The Regulator is exposed to liquidity risk in respect of its payables from the participating state and territory Governments.

The following table sets out the liquidity risk of the financial liabilities held by the Regulator. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal and interest amounts at balance date.

Financial liabilities	2025 payable in			
	<1 year	1–5 Years	>5 Years	Total
	\$000	\$000	\$000	\$000
Lease liabilities – property	7,853	19,139	17,660	44,652
Lease liabilities – fleet	2,442	4,067	-	6,509
Trade and other payables	11,101	-	-	11,101
Total	21,396	23,206	17,660	62,262
Financial liabilities	2024 payable in			
	<1 year	1–5 Years	>5 Years	Total
	\$000	\$000	\$000	\$000
Lease liabilities – property	9,642	24,188	20,208	54,038
Lease liabilities – fleet	2,134	3,407	-	5,541
Trade and other payables	13,569	-	-	13,569
Total	25,345	27,595	20,208	73,148

(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	2025 interest rate risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	99,552	(28,959)	101,333	(26,967)	107,000
Potential impact		(996)	(996)	996	996

Financial instrument	Carrying amount	2024 interest rate risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
	\$000	\$000	\$000	\$000	\$000
Cash and cash equivalent	127,344	3,744	129,019	6,290	135,241
Potential impact		(1,273)	(1,273)	1,273	1,273

Disclosure – interest rates

Interest rate exposure only relates to interest earning on cash balances. An interest rate risk of 1% has been adopted as this represents the most probable move in the Reserve Bank rate over the next 12 months.

(f) Cash balance breakdown by use:

	2025	2024
	\$000	\$000
Cash reserves (policy mandated)	39,264	27,033
Allocated unspent capital	6,482	9,196
Quarantined unspent funding	16,016	22,119
Allocated unspent projects	12,430	31,956
Unallocated funds	25,360	37,040
Total	99,552	127,344

Note 27 Transition of state jurisdictions for NSW and QLD in prior years

The transitions were treated as a restructure of administrative arrangements under AASB 1004 Contributions, with all transitioned assets and liabilities recognised at transition dates at fair value in accordance with NHVR's accounting policies. The net difference was taken to equity as a Transition Reserve. Total transition reserve as a result of transitioned assets and liabilities as at 30 June 2025 is \$3.7m (2024: \$3.7m).

Activities conducted by Transport for NSW (TfNSW) and Transport and Main Roads QLD (TMR) under the HVNL and Heavy Vehicle Inspection Scheme (HVIS) regulatory services were transferred to the NHVR in accordance with the Transition Agreements and subsequent Memorandum of Understandings (MoU).



Certificate of National Heavy Vehicle Regulator for the period 1 July 2024 to 30 June 2025

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 2024 to 30 June 2025 and of the financial position of the Regulator at the end of that period.

10 September 2025

A handwritten signature in black ink, appearing to read "Duncan Gay", written over a light blue circular stamp.

The Hon Duncan Gay
BOARD CHAIRPERSON

A handwritten signature in black ink, appearing to read "Nicole Rosie", written over a light blue circular stamp.

Nicole Rosie
CHIEF EXECUTIVE OFFICER

Independent Auditor's Report to the Members of National Heavy Vehicle Regulator

Opinion

We have audited the accompanying financial report of National Heavy Vehicle Regulator ("the Regulator"), which comprises the statement of financial position as at 30 June 2025, 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, and notes to the financial statements, including material accounting policy information and other explanatory information, and the certificate of National Heavy Vehicle Regulator.

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

- a) Giving a true and fair view of the Regulator's financial position as at 30 June 2025 and of its performance for the year ended on that date; and
- b) Complying with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

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

Independence

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

Other Information

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

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

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

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

Other Matter – Electronic presentation of the Audited Financial Report

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

Boards' Responsibilities for the Financial Report

The Board members of the Regulator are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Heavy Vehicle National Law Act 2012* and for such internal control as the Board members determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at www.auasb.gov.au. This description forms part of our auditor's report.



PKF BRISBANE AUDIT



Liam Murphy
Partner

10 SEPTEMBER 2025
Brisbane



APPENDICES AND REFERENCES

APPENDIX A: HVNL REPORTING REQUIREMENTS

Under s 693 of the HVNL, the NHVR must provide responsible Ministers with an annual report within 3 months of the end of each financial year. The report must include the following matters:

HVNL reporting requirements	Reference	Pages
The financial statements that have been audited by an auditor decided by the responsible Ministers	s 693(2)(a)(i)	53–65
A statement of actual performance measured against the National Performance Measures (Standards and Indicators) outlined in the current corporate plan	s 693(2)(a)(ii)	13, 14, 20, 25, 28, 32
A statement of exceptions where the National Performance Measures (Standards and Indicators) were not achieved, including a statement of issues that impacted on the achievement of the measures	s 693(2)(a)(iii)	26, 28, 32
A statement of trend analysis relating to performance measured against the National Performance Measures (Standards and Indicators)	s 693(2)(a)(iv)	14, 20, 26, 28, 30, 32, 33
A statement of the outcome of consultation strategies and activities, including a summary of industry comments ¹	s 693(2)(a)(v)	5–9, 14–43
A statement of the achievements attained in implementing, and the challenges encountered in implementing, the Regulator's objectives stated in the current corporate plan	s 693(2)(a)(vi)	4–52
A statement of the achievements attained in the exercise of the Regulator's functions	s 693(2)(a)(vii)	4–52
A statement of arrangements in place to secure collaboration with state and territory agencies and the effectiveness of those arrangements	s 693(2)(a)(viii)	8–9, 14–31, 38–43, 48
Statement indicating the nature of any reports requested by the responsible Ministers under s 694	s 693(2)(a)(ix)	48
Other matters required by the national regulations	s 693(2)(a)(x)	n/a

¹ Comments have been placed within the Performance section of this report where relevant to the achievements reported.

APPENDIX B: OPERATIONAL AND ORGANISATIONAL STATISTICS 2024-25

Access operations

Table 1 Access permit applications and turnaround times

	2024-25	2023-24	2022-23	2021-22	2020-21
Applications received					
Applications total	196,629	172,036	151,380	143,950	117,886
Single applications from customers	94,227	86,535	81,444	77,319	69,891
Generated applications for multi-route renewals	102,402	86,325	69,936	66,631	47,995
Application assessment					
Total applications completed	141,756	260,461	167,036	156,786	117,144
Single applications from customers	65,866	126,171	88,582	83,932	69,165
Generated applications for multi-route renewals	75,890	134,290	78,454	72,854	47,979
Applications refused	2,452	4,277	3,559	3,489	4,389
Applications delegated	-	47	5	7	0
NHVR processing time – average days	1.42	1.42	1.37	2.11	2.48
Overall end-to-end time – average days	11.55	11.50	11.72	12.87	13.86
Road manager consents					
Received within 28 days					
Local government – consents	164,099	145,138	126,069	116,602	96,275
Local government – average days turnaround	4.82	5.95	4.98	4.81	4.87
State – consents	88,610	83,398	74,869	71,036	62,635
State – average days turnaround	7.00	5.95	6.17	6.40	6.57
Received after 28 days					
Local government – consents	4,358	4,091	3,477	3,176	3,225
Local government – average days turnaround	52.99	59.21	53.03	55.04	54.81
State – consents	6,860	5,502	4,592	4,797	3,470
State – average days turnaround	45.36	50.93	61.90	51.87	46.74

Table 2 Total pre-approvals by participating road managers as at 30 June²

	2024-25		2023-24		2022-23		2021-22		2020-21	
State/territory	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers	Total	Impacted road managers
ACT	1	1	3	1	3	1	13	1	14	1
NSW	289	53	636	97	679	47	919	110	1,113	122
QLD	412	37	470	59	431	54	549	65	622	67
SA	178	34	219	41	215	44	267	46	361	50
TAS	27	21	42	23	47	21	85	21	102	23
VIC	253	70	489	75	482	71	660	85	750	84
Total	1,160	216	1,859	296	1,857	238	2,493	328	2,962	347

Linfox took part in our NHVR Go shoot in late 2024.

² Pending gazette requests include mapping requests waiting to be finalised by jurisdictions, gazettal requests for vehicles for which there is not currently a notice and consents for notices that are currently under consultation but not yet released.

Table 3 NHVAS applications by state/territory

	2024-25		2023-24		2022-23		2021-22		2020-21	
State/territory	Created	Closed	Created	Closed	Created	Closed	Created	Closed	Created	Closed
ACT	143	142	147	147	143	164	113	113	74	74
NSW	15,755	15,844	13,767	13,776	12,905	14,183	11,712	11,684	10,768	10,716
NT	95	97	64	64	104	109	174	174	186	184
QLD	13,343	13,383	12,044	12,032	10,960	11,854	9,216	9,193	8,666	8,621
SA	5,325	5,355	5,319	5,323	5,255	5,909	4,451	4,443	4,591	4,564
TAS	755	759	656	656	666	778	518	517	559	557
VIC	11,003	11,064	9,451	9,432	8,534	9,625	7,815	7,792	7,434	7,367
WA	401	397	295	295	338	348	336	335	301	300
Total	46,820	47,041	41,743	41,725	38,905	42,970	34,335	34,254	32,579	32,383

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

	2024-25	2023-24	2022-23	2021-22	2020-21
Number of accredited operators					
Accredited operators	8,969	8,756	8,496	8,198	8,005
Accredited operators by module					
Mass	7,898	7,694	7,407	7,107	6,860
Maintenance	3,888	3,808	3,745	3,633	3,653
Basic Fatigue Management	3,194	3,078	2,933	2,726	2,604
Advanced Fatigue Management	109	95	86	89	-
Nominated vehicles					
Mass	56,287	53,780	50,333	48,151	46,146
Maintenance	143,929	138,152	131,128	126,725	121,752

Table 5 Total accredited operators, accredited operators by module and nominated vehicles by state/territory

	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Total
Number of accredited operators									
Accredited operators	21	2,790	15	1,812	1,490	219	2,576	49	8,969
Accredited operators by module									
Mass	17	2,416	5	1,336	1,422	217	2,458	27	7,898
Maintenance	13	1,618	13	1,203	638	16	363	24	3,888
Basic Fatigue Management	12	1,229	8	708	413	50	738	36	3,194
Advanced Fatigue Management	0	21	0	55	20	0	12	1	109
Nominated vehicles									
Mass	147	17,628	38	14,388	6,505	1,811	15,620	150	56,287
Maintenance	453	49,413	636	59,009	16,018	690	16,805	905	143,929

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

	2024-25		2023-24		2022-23		2021-22		2020-21	
	Received	Approved	Received	Approved	Received	Approved	Received	Approved	Received	Approved
Vehicle design applications ³	854	821	803	794	714	679	718	716	667	635
Vehicle approval applications	5,117	5,157	4,389	4,299	3,552	3,559	2,857	2,924	2,259	2,037

Table 7 PBS vehicle design applications by vehicle type

Vehicle type	2024-25	2023-24	2022-23	2021-22	2020-21
A-double	269	280	284	219	111
B-double	124	97	85	95	48
Bus	1	2	1	6	0
Other	39	75	11	23	9
Prime mover and semitrailer	107	114	102	122	71
Road train	38	99	71	30	19
Truck and dog	121	127	125	175	311
Total	806	794	679	670	569

Table 8 Vehicles certified under the PBS framework

	2024-25	2023-24	2022-23	2021-22	2020-21
Individual units	33,599	24,203	18,205	12,932	11,375
Vehicle combinations	6,127	3,928	3,220	2,016	1,859

³ Total number of new applications, amendments and variations.

Vehicle Standards

Table 9 Vehicle Standards applications and permits issued

	2024-25			2023-24			2022-23			2021-22			2020-21		
	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued	Received	Finalised	Issued
Vehicle Standards exemption (permit)	177	164	91	121	119	67	95	73	39	121	136	34	188	195	46
In-principle support	379	410	299	464	441	235	333	327	111	315	333	140	358	328	170
Modifications	22	23	13	33	33	27	30	30	22	18	19	8	23	21	11

Notices

Table 10 Notices of exemption or authorisation made under the HVNL

	2024-25			2023-24			2022-23			2021-22			2020-21		
Access			133			76			39			32			30
Vehicle Standards			6			4			3			5			7
Fatigue			4			1			10			6			1

Customer experience

Table 11 Contact Centre activity

Task	2024-25			2023-24			2022-23			2021-22			2020-21		
Call volumes ⁴			72,801			63,416			60,676			52,513			59,322
Average call duration – minutes:seconds			6:52			6:24			7:07			7:03			6:05

Our people

Table 12 Workforce profile as at 30 June 2025.⁵

	ELT	Senior managers ⁶	Employed under an enterprise agreement (EA)	Contractor/agency	Total
Permanent employees	0	46	916	0	962
Temporary employees ⁷	7	39	47	0	93
Supplementary labour	0	0	0	69	69
Total	7	85	963	69	1,055

Table 13 Employees by classification and gender as at 30 June 2025⁸

	Female	Male	Other/chose not to advise	Total
Executive	3	3	1	7
Senior managers ⁹	29	55	1	85
EA employees	281	675	7	963
Total	313	733	9	1,124

Table 14 NHVR WHS performance

	2024-25	2023-24	2022-23	2021-22	2020-21
Lost time injuries	28	6	3	1	3
Medical treatment injuries ¹⁰	15	12	3	1	2
Near misses	155	90	48	12	21
Journey to/from work ¹¹	9	8	6	6	13
Workers' compensation claims lodged	29	12	6	7	13

Industry engagement and communication

Table 15 Industry engagement and communication activities

	2024-25	2023-24	2022-23	2021-22	2020-21
Social media reach ¹²	43,189,129	44,674,610	46,198,964	24,746,021	11,676,138
Website hits ¹³	3,421,767	2,612,680	2,274,848	2,313,145	2,258,355
Media releases	73	60	55	33	58
Industry updates (e-newsletter)	13	17	23	25	28
Local government updates (e-newsletter)	6	9	4	3	2
Stakeholder forums ¹⁴	56	28	24	3	9
Keynote speeches and presentations	14	30	41	10	7

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

⁵ Head count not full-time equivalent.

⁶ Senior Manager includes Managers and Directors.

⁷ Maximum-term, non-executive Managers/Directors or Executives.

⁸ Sum of employees does not include Board members.

⁹ Senior Manager includes – Manager and Director in this number with the brackets indicating the Directors.

¹⁰ An injury that was not an LTI but for which first aid and/or medical treatment was administered.

¹¹ An injury experienced travelling between home and the workplace, to or from work-related training or for other work-related reasons.

¹² Impressions on Facebook, Instagram, LinkedIn and Twitter.

¹³ Website hits from 2023–24 onwards now include NHVR Portal 2.0 and National Network Map sessions.

¹⁴ Includes RWG, Technical Working Group and Heavy Vehicle Industry Forum meetings.



Cattle freighted from a stock yard by Martins Stock Haulage was part of the NHVR Go photoshoot.

APPENDIX C: KEY REGULATORY ACTIVITIES INCLUDING COMPLIANCE COSTS

The Productivity Commission's final report on National Transport Regulatory Reform was handed to the Australian Government on 7 April 2020 and publicly released on 1 October 2020.

In the report, the Commission found that "a time series of consistent and detailed administrative cost information on the regulation of heavy vehicles, rail and domestic commercial vessels is not available."

It recommended that "The National Heavy Vehicle Regulator, the Office of the National Rail Safety Regulator and the Australian Maritime Safety Authority should monitor compliance costs and report on these costs, disaggregated by key regulatory activity, commencing in 2021."

While the Australian Government is yet to comment on the Commission's recommendations, we agree with this recommendation and have included these costs below.

We have defined compliance costs as being those costs incurred by the NHVR in undertaking its regulatory services, and includes those associated with:

- information, technology and systems;
- data storage and analysis;
- equipment, depreciation and maintenance;
- rent and leases;
- travel and accommodation;
- legal expenses;
- taxes;
- human resources;
- people safety;
- finance administration; and
- communications.

The table below reflects our continued investment in developing our information systems and data analytics capability to ensure we are a data-driven, intelligence-led regulator.

NHVR key regulatory activity	Compliance costs \$	Direct costs \$	Total costs \$
On-road compliance	48,684,937	116,497,201	165,182,137
Compliance investigations	2,319,435	5,202,869	7,522,304
Prosecutions	4,546,092	9,056,410	13,602,503
Intelligence	1,531,800	2,123,949	3,655,748
Distribution of consumables (written work diary sales)	-	-	-
Issue access permits	5,120,541	6,058,131	11,178,672
Strategic and operational policy support	3,284,732	7,543,252	10,827,985
National Heavy Vehicle Accreditation Scheme	1,950,682	2,600,232	4,550,914
Performance Based Standards	2,546,724	3,812,295	6,359,020
Vehicle standards	1,246,269	2,235,096	3,481,365
Regulatory compliance	4,573,267	6,886,221	11,459,487
Fatigue management	368,462	699,527	1,067,990
Customer service	3,792,994	4,340,886	8,133,880
Regulator specific education activities	4,202,637	7,656,609	11,859,246
	84,168,572	174,712,679	258,881,251
Service agreements	-	-	-
Project-based work	4,226,479	26,267,492	30,493,971
	4,226,479	26,267,492	30,493,971
Total	88,395,051	200,980,171	289,375,222

GLOSSARY

Advanced Fatigue Management (AFM)	A module of the NHVAS enabling operators to propose their own hours (rather than using prescribed work and rest hours), provided the fatigue risks of those hours are offset by sleep, rest and other management practices in a compliant fatigue risk management system.	Heavy Vehicle National Law (HVNL)	The schedule to the <i>Heavy Vehicle National Law Act 2012 (Qld)</i> .
Aggregate Trailer Mass (ATM)	Of a heavy trailer, means the total maximum mass of the trailer, as stated by the manufacturer together with its load and the mass imposed on the towing vehicle by the trailer when the towing vehicle and trailer are on a horizontal surface.	Heavy Vehicle National Law Act 2012 (Qld)	The law under which the NHVR was established. Consists of the Heavy Vehicle National Law and 5 sets of regulations.
App/ Application	A set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities.	Heavy Vehicle Productivity Plan 2025–2030 (HVPP)	Outlines how the NHVR intends to facilitate safe, efficient and productive heavy vehicle movements.
Authorised officer	A police officer declared by a law of a participating jurisdiction to be an authorised officer for the purposes of this HVNL or a person who holds office under the HVNL as an authorised officer.	Heavy Vehicle Safety Initiative (HVSII)	A grants program, administered by the NHVR on behalf of the Australian Government, that supports implementable, value-for-money projects delivering tangible improvements to heavy vehicle safety.
Automatic Number Plate Recognition (ANPR) cameras	Cameras that automatically detect the number plates of passing heavy vehicles.	Impressions	Measures the amount of time a social media page's content is displayed.
Chain of Responsibility (CoR)	The CoR refers to 10 defined roles within the road transport supply chain that influence and affect the safety of heavy vehicles on the road. Each party that performs those roles has a primary duty to do what is reasonably practicable to ensure that their actions and practices contribute to on-road safety.	Improvement notice	Issued by an authorised officer under s 572 of the HVNL, an improvement notice directs a person to take action within a stated period to stop a contravention of the HVNL from continuing or occurring again or to remedy the matters or activities giving rise to the contravention.
Contact Centre	Takes inbound calls on 13 NHVR (13 64 87) from NHVR customers, responds to emails sent to info@nhvr.gov.au and progresses complex enquiries to subject matter experts within the NHVR, as required.	Information Privacy Act 2009 (Qld) (IP Act)	Provides for the fair collection and handling in the public sector environment of personal information, and a right of access to, and amendment of, personal information in the NHVR's possession or under the NHVR's control unless, on balance, it is contrary to the public interest.
Corporate Plan	Under the HVNL, the NHVR must annually prepare a Corporate Plan for responsible Ministers' approval, which outlines the NHVR's objectives, National Performance Measures (including Standards and Indicators), challenges, risks and budget for each 3-year period.	Infrastructure and Transport Ministers' Meeting (ITMM)	The ITMM brings together Commonwealth, state, territory and New Zealand ministers with responsibility for transport and infrastructure, as well as the Australian Local Government Association. It provides a forum for intergovernmental collaboration, decision-making and progressing priorities of national importance.
Electronic Work Diary (EWD)	An electronic device or system approved by the NHVR to monitor and record the work and rest times of a driver of a fatigue-related heavy vehicle as an alternative to the paper-based National Driver Work Diary.	In-principle support	To gain approval to import or supply a heavy vehicle that does not meet the heavy vehicle standards, the potential importer must seek in-principle support from the NHVR that indicates the vehicle will be granted some level of access to roads in Australia.
Enforceable undertaking	An EU is a voluntary statutory agreement that can be used as an alternative to prosecution, where the alleged offender can demonstrate their ability to undertake organisational reform and implement effective safety measures for transport activities.	Intelligent Access Program	A technical, functional and regulatory national framework to manage heavy vehicle access through the use of telematics. Telematics is a method of monitoring vehicles by using GPS technology and on-board diagnostics to plot a vehicle's movements.
Engagement, social media	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post.	Light vehicle	A vehicle that is not a heavy vehicle.
Fatigue management	Unless participating in the NHVAS AFM module, heavy vehicle drivers of fatigue-regulated heavy vehicles are not allowed to drive or work more than the maximum work hours or rest less than the minimum rest hours in a certain period set out by law.	Lost Time Injury	A work-related injury or illness resulting in time lost from work of at least 1 day or shift, a permanent disability or a fatality.
Fatigue-regulated vehicle	A fatigue-regulated heavy vehicle is a vehicle or combination with a gross vehicle mass (GVM) of more than 12 tonnes or a bus of more than 4.5 tonnes fitted to carry more than 12 adults.	Medical Treatment Injury	An workplace injury or illness that was not an LTI but for which medical treatment was administered by a physician or other medical personnel beyond basic first aid.
Gazetted network	A collection of roads where a RAV can operate when complying with all the relevant conditions of a notice.	National Driver Work Diary	A paper-based work diary published by the NHVR. Also known as a logbook, it must be kept by the driver of a fatigue-related heavy vehicle, and is written evidence that a driver's work and rest hours are compliant with the HVNL and that driving fatigue is being managed.
Gross vehicle mass (GVM)	The maximum loaded mass of the vehicle as stated by the manufacturer, unless the NHVR has specified the vehicle's maximum loaded mass.	National Heavy Vehicle Accreditation Scheme (NHVAS)	The NHVAS is a voluntary scheme offering accreditation in 4 different modules – Mass Management, Maintenance Management, Basic Fatigue Management and Advanced Fatigue Management – for operators who have robust and auditable management systems in place.
Heavy vehicle	Defined in the HVNL as a vehicle that has a gross vehicle mass (GVM) or aggregate trailer mass (ATM) of over 4.5 tonnes, with the GVM of a vehicle being the maximum it can weigh when fully loaded, as specified by the manufacturer.	National Heavy Vehicle Regulator (NHVR)	Australia's dedicated, statutory regulator for all heavy vehicles. Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.
Heavy Vehicle Confidential Reporting Line (HVCRL)	The NHVR's secure, national, confidential telephone service for participants in the heavy vehicle industry and supply chain to report operational safety issues relating to heavy vehicle transport activities.	National Services Transition (NST) Program	A program to transfer regulatory roles and services from HVNL-participating states and territories to the NHVR.
		National Transport Commission (NTC)	Jointly funded by Commonwealth, state and territory governments, the NTC develops and proposes nationally consistent land transport reforms, and reviews, maintains and amends national and model laws, and other instruments (i.e. codes and guidelines).

Near misses	An unplanned event that did not result in an injury, illness or damage – but had the potential to do so.
NHVR Go	A digital portal through which NHVR customers can access a broad range of regulatory services.
Non-government road manager	A port, airport, toll operator, railway, forestry, utility or other third-party road owner.
Notice, road access	Notices enable certain categories of heavy vehicle to access specific routes according to a set of conditions without needing to apply for a permit. Notices are published in the Commonwealth of Australia Gazette.
Notice, vehicle standard	The NHVR may, by Commonwealth Gazette notice, exempt a category of heavy vehicles from the requirement to comply with a heavy vehicle standard.
<i>On the Road</i>	The NHVR's e-newsletter distributed via subscription.
Participating jurisdictions, HVNL	Include the ACT, QLD, NSW, SA, TAS and VIC.
PBS standards	Under the PBS scheme, vehicles are assessed against 16 minimum vehicle performance standards to ensure they are stable on the road and can turn and stop safely, and 4 infrastructure protection standards.
Performance Based Standards (PBS) scheme	An alternative compliance scheme for heavy vehicles, setting minimum performance levels for safe and efficient operation (as opposed to standard prescriptive rules).
Permits, road access	A permit is issued to an operator of a RAV, enabling them to access a particular route. It may contain specific conditions set by the road managers for that route.
Primary duty	The duty on each party in the CoR for a heavy vehicle to ensure, so far as is reasonably practicable, the safety of the party's transport activities relating to the vehicle.
Pre-approval	An administrative arrangement whereby a road manager provides in-advance consent for certain vehicles to access their networks for a period of time.
Registered Industry Codes of Practice (RICP)	Provide industry-specific information to parties in the CoR about the risks associated with heavy vehicle transport, and recommend a range of measures that can be implemented to eliminate or minimise those risks. RICPs have standing in court proceedings.
Regulatory Compliance Mobility Solution (RCMS)	A mobile app that enables authorised officers at the roadside to see the history of a heavy vehicle, its driver and company, record the details of a vehicle intercept, and electronically issue non-compliance and infringement notices.
Responsible Ministers	The HVNL defines responsible Ministers as a group of ministers for each participating jurisdiction (as nominated by that jurisdiction) and the Commonwealth responsible Minister.
Restricted Access Vehicle (RAV)	RAVs are heavy vehicles that require a permit or notice to access an approved road network.

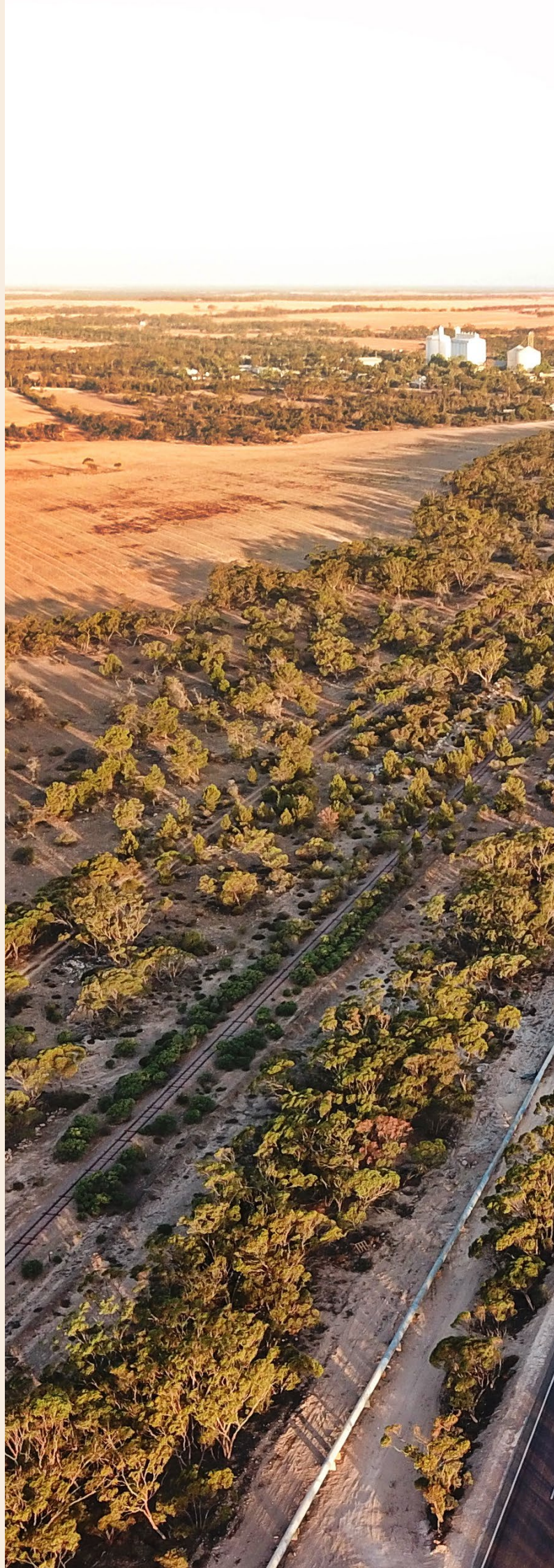
<i>Right to Information Act 2009 (Qld) (RTI Act)</i>	Gives a right of access to information in the government's possession or under the government's control unless, on balance, it is contrary to the public interest.
Road manager	Road manager, for a road in a participating jurisdiction, means an entity that is declared by a law of that jurisdiction to be the road manager for the road for the purposes of the HVNL. Non-government road managers, such as ports, airports, toll operators, railway, forestry, utility and other third-party road owners.
Route Planner	An interactive online mapping service, mapping and displaying approved routes for use by heavy vehicles.
Safety and Compliance Officer (SCO)	Employed directly by the NHVR to perform heavy vehicle on-road compliance, enforcement and education activities under the HVNL.
Safety Management System	A systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures, which is integrated throughout the business wherever possible.
Strategic Local Government Asset Assessment Project (SLGAAP)	An NHVR initiative funded by the Australian Government to optimise heavy vehicle access on the local road networks across Australia by working collaboratively with engineering consultants and local government road managers to conduct engineering assessments of road assets, such as bridges and culverts, to better understand their capability and inform access decision-making.
Special Purpose Vehicle (SPV)	A motor vehicle or trailer, other than an agricultural vehicle or a tow truck, built for a purpose other than carrying goods, or a concrete pump or fire truck (both of which carry water). Examples of SPVs include mobile cranes, concrete pumps, drill rigs and fire trucks.
Supervisory Intervention Order (SIO)	A court may, on application by the prosecutor or the NHVR, make an SIO requiring the convicted person to do various things that the court considers will improve the person's compliance with the HVNL. (HVNL Division 5)
Total Recordable Injury Frequency Rate	The total number of Medical Treatment Injuries, LTIs and fatalities in the defined period divided by the number of hours worked in the period, multiplied by 1 million. In this report, contractor hours worked are excluded.
TruckSafe	The Australian Trucking Association's heavy vehicle accreditation scheme.
Vehicle approval, PBS	A PBS Vehicle Approval serves as evidence that a vehicle has been accepted into the PBS scheme. It is issued by the NHVR after an as-built vehicle has been inspected and certified as meeting the PBS design specifications.
Vehicle standard	The NHVR is responsible for the application of the <i>Heavy Vehicle (Vehicle Standards) National Regulation</i> under the HVNL and for granting exemptions across participating jurisdictions.
Web Content Accessibility Guidelines (WCAG)	An international standard created by the World Wide Web Consortium (W3C) explaining how to make web content more accessible to people with disabilities.

ALPHABETICAL INDEX

A		
Accessibility, website	30-31, 72	
Access, road	4-5, 7, 21, 24, 42, 55, 72	
Advanced Fatigue Management (AFM)	68, 71, 74	
Audit and Risk Committee (ARC)	49, 74	
Audit	13, 17, 29, 31-33, 45, 48-50, 57-58, 65-66, 71, 74	
Australian Capital Territory (ACT)	5-6, 47, 56, 67-68, 72, 74	
Automatic Number Plate Recognition (ANPR)	16, 42, 71, 74	
B		
Basic Fatigue Management	68, 71	
Board meetings	48	
Board members	45, 61, 65, 69	
C		
Cameras	16, 19, 24, 71	
Chain of Responsibility (CoR)	30, 40-41, 71-72, 74	
Chairperson	8, 45, 48, 49, 64	
Challenges encountered in implementing the NHVR's objectives	7-9	
Chief Executive Officer, CEO	8-9, 38, 46, 51, 64	
Code of Conduct	51	
Code of practice	14, 19, 34, 41, 74	
Code of practice, registered industry (RICP)	72, 74	
Committee/s	6, 9, 23, 29, 30, 32, 33, 35, 45, 49, 50, 74	
Complaints	39-40, 51	
Compliance costs	70, 75	
Conflict of interest	48, 51	
Contact Centre	4, 10, 31, 35, 38-39, 47, 69, 71	
Core services and activities	5	
Corporate governance	7, 44, 49, 50, 61	
Corrupt conduct	35, 51	
Council/s	23, 31, 45, 47	
Customers	2, 4, 6-8, 21, 23, 28-31, 28, 39, 51, 56, 61, 67, 71-72	
D		
Data sharing	8-9, 16, 30	
Direction, Ministerial	48, 50	
Diversity	2, 9, 34, 37, 47	
Don't #uck With a Truck	9, 18	
E		
Electronic Work Diaries (EWD)	16, 71, 74	
Employee engagement	13, 32-33	
Employees	2, 6, 8-11, 13, 16, 29, 31-34, 37, 39, 42, 48, 51-52, 55, 57-58, 69	
Employee survey	13	
Enabling legislation	5, 55	
Enforceable undertaking	4, 71	
Enterprise agreements	32, 34, 69	
Executive Leadership Team (ELT)	8, 74, 46-47	
External audit	31, 49-50, 57-58, 65	
F		
Fatalities	8, 14, 43, 72	
Fatigue, driver	5, 15-17, 28, 30-31, 40, 42-43, 68-71, 74	
Financial statements	52-63	
Fraud control	51	
G		
Gazette	67, 72	
Government	4-6, 8, 18, 23-24, 26-27, 38, 43-47, 55-57, 61, 67, 69-72, 74-75	
H		
Heavy Vehicle Confidential Reporting Line (HVCRL)	16, 71, 74	
Heavy Vehicle National Law (HVNL)	71-72, 74	
Heavy Vehicle Safety Initiative (HVSII)	53, 71, 74	
Heavy Vehicle Safety Strategy	50, 71	
I		
Inclusion	34, 37	
Information Privacy (IP)	51, 71	
Infrastructure and Transport Ministers' Meeting (ITMM)	48, 50, 71, 74	
Insurance and indemnities	51	
Intelligence	16, 28, 30, 35, 47, 61, 70	
Intercept	16, 19, 26, 29, 31, 72	
Intergovernmental relations	47, 61	
Investigation/s	5, 14, 16-17, 19, 21, 24, 28, 30, 33, 39, 51, 61, 70	
J		
Journey to/from work	69	
L		
Leadership	2, 5, 8-9, 12, 30, 32-33, 35, 37, 46-47, 51, 55, 74	
Lost Time Injuries	69, 74	
M		
Mission, NHVR	2, 9	
N		
National Camera Safety Network	72	
National exemption notices	5, 55	
National Heavy Vehicle Accreditation Scheme (NHVAS)	4-5, 17, 54-56, 68, 71-72, 74	
National Network Map	13, 20, 26, 30, 69, 74	
National Performance Measures	13, 66, 71, 75	
National Regulatory Model	47	
New South Wales (NSW)	5, 6, 9, 15-16, 19-22, 26, 29, 33, 41, 45, 47, 52-53, 55-59, 63, 66, 68, 72, 74	
NHVR Go	4, 9-10, 19, 21, 24, 29, 31, 39, 41-42, 48-49, 51, 67, 70, 72	
Notice/s	4-5, 14, 20, 22, 24, 26, 29-30, 55, 67, 72	
O		
Operation/s	5-8, 10, 14-16, 19, 22-24, 29-31, 35, 37-38, 41, 47-49, 52, 54-55, 57, 61, 67	
Opportunities	7-9, 16-17, 21, 23-24, 27, 41, 43	
P		
Participating jurisdictions	4-5, 28, 40, 56, 72	
Payroll	13, 32, 55, 57	
Performance Based Standards (PBS)	4-5, 9-10, 13, 17, 20-21, 23-31, 39, 42, 55, 68, 72, 74	
Permit/s	4-5, 7, 9-10, 13, 20-21, 23-24, 26, 28-29, 39, 47, 55-56, 67, 69, 71	
Police	6, 10, 15-16, 18-19, 30, 40, 47, 56, 69-72	
Portal, NHVR – see NHVR Go		
Pre-approval	13, 20, 72	
Primary duties	17, 71-72	
Procurement	28, 46, 50, 61	
Prosecutions	4-5, 13-14, 17, 30, 37, 70	
Public interest disclosure	51	
Purpose, NHVR	2, 5, 12	
Q		
QLD Department for Transport and Main Roads (TMR)	52, 56-57, 63, 74	
Queensland (QLD)	5-6, 15-16, 22, 26, 29, 31-34, 39, 41, 44-47, 49-53, 56-59, 62-63, 67-68, 71-72, 74-75	
R		
Regulatory Compliance Mobility Solution (RCMS)	10, 13, 16, 51, 72, 74	
Responsible Ministers	5-6, 44, 48-49, 66, 71-72, 75	
Right to Information	51, 72	
Risk management	33, 44-45, 48-49, 71	
Road manager consents	67	
Road managers	4, 6-9, 13, 20-26, 29, 30, 39, 51, 67, 72	
Route Planner	51, 72	
S		
Safety and Compliance Officer (SCO)	12, 15-16, 22, 29, 31, 34, 41, 72, 74	
Safety Management System	33, 72	
Service agreement	54-55, 57	
Social media	4, 18, 23, 27, 29, 40, 42, 49, 58, 69, 71	
South Australia (SA)	5-6, 8, 15-16, 20, 33, 41, 45, 47, 56-57, 59, 67-68, 72	
Stakeholders	5-9, 14, 16, 19, 27, 38, 40-41, 43-44, 71	
Strategic Local Government Asset Assessment		
Project (SLGAAP)	4, 23-24, 26, 30, 35, 72, 74	
Supervisory Intervention Order (SIO)	4, 72, 74	
Systems, corporate	32, 37, 39, 49-51, 57, 62, 70	
T		
Tasmania (TAS)	5-6, 8, 15, 33-34, 41, 51, 56, 68, 72	
Total Recordable Injury Frequency Rate	13, 32, 71	
Training	6-7, 9, 13, 16-17, 21-23, 28, 30-33, 35, 39, 43, 45, 51-52, 59, 69	
Transport for NSW (TfNSW)	56-57, 63, 74	
Turnover, employees	32	
V		
Values, NHVR	2	
Vehicle Standards	5, 15, 17, 55, 69-72	
Victoria (VIC)	6, 12, 15-16, 20, 26, 33, 41, 45, 47, 56-57, 62, 67-68, 72	
Vision, NHVR	2, 8-9, 11	
W		
We All Need Space	9, 18, 40	
Website	4, 7, 10, 13, 15, 17, 22-23, 30-31, 33, 43, 51, 69, 75	
Western Australia (WA)	68	
Workers' compensation	55, 57, 69	
Workplace health and safety (WHS)	19, 32-33, 37, 40, 50, 69, 74	

TABLE OF ABBREVIATIONS

ACT	Australian Capital Territory
AFM	Advanced Fatigue Management
ANPR	Automatic Number Plate Recognition
ARAT	Asset Rapid Assessment Tool
ARC	Audit and Risk Committee
BAU	Business As Usual
CoR	Chain of Responsibility
CSIA	Customer Service Institute of Australia
CX	Customer Experience
ELT	Executive Leadership Team
EWD	Electronic Work Diary
EY	Ernst & Young
GVM	Gross Vehicle Mass
HVCRL	Heavy Vehicle Confidential Reporting Line
HVNL	<i>Heavy Vehicle National Law</i>
HVSI	Heavy Vehicle Safety Initiative
ITMM	Infrastructure and Transport Ministers' Meeting
LGA	Local government area
LTI	Lost Time Injuries
NHVAS	National Heavy Vehicle Accreditation Scheme
NHVR	National Heavy Vehicle Regulator
NPM	National Performance Measure
NTC	National Transport Commission
PBS	Performance Based Standards
QMS	Quality Management System
RAP	Reconciliation Action Plan
RAV	Restricted Access Vehicle
RCMS	Regulatory Compliance Mobility Solution
RICP	Registered Industry Code of Practice
RWG	Regional Working Group
SCO	Safety and Compliance Officer
SIO	Supervisory Intervention Order
SLGAAP	Strategic Local Government Asset Assessment Project
TfNSW	Transport for NSW
TMR	QLD Department of Transport and Main Roads
WHS	Workplace health and safety





Back cover: Volvo FE electric semi-trailer – NHVR Go shoot.

Letter of transmittal

17 September 2025

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

Dear Minister

We are pleased to present to you the Annual Report for the National Heavy Vehicle Regulator (NHVR) for the reporting year 1 July 2024 to 30 June 2025.

The report has been prepared in accordance with the requirements of the *Heavy Vehicle National Law Act 2012* (Qld). It demonstrates how the NHVR has driven sustainable improvements to safety, productivity and efficiency across the Australian heavy vehicle road transport sector in line with the commitments made in the *NHVR's Corporate Plan 2024–2027*.

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

Yours sincerely

The Hon Duncan Gay AM
Chairman

Nicole Rosie
Chief Executive Officer

ABOUT THIS REPORT

This Annual Report contains a detailed account of our performance during the 2024–25 financial year prepared in accordance with the Act and other relevant legislation. It fulfils our statutory reporting obligations to responsible Ministers (see Appendix A).

Our operational performance is reported against National Performance Measures set out in the *NHVR Corporate Plan 2024–2027*.¹ *The NHVR Statement of Expectations 2024–2025*, endorsed by Infrastructure and Transport Ministers in December 2023, reflects our strategic direction as contained in this report.

This report also addresses the recommendation of the Productivity Commission Report into *National Transport Regulatory Reform*,² released on 1 October 2020, that national transport regulators should monitor and report on compliance costs starting in 2021.³ This information is included as Appendix C on page 70.

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

A digital version of this report and previous reports are available on our website at www.nhvr.gov.au

If you have any questions about this report, please contact us:

Email: info@nhvr.gov.au

Telephone: 13 NHVR (13 64 87)

Mail: NHVR, PO Box 492, Fortitude Valley QLD 4006

¹ The HVNL requires NPMs to be included in our Corporate Plan and a report of our performance against them to be included in the Annual Report (see ss 693 and 695).

² Productivity Commission 2020, *National Transport Regulatory Reform*, Report no. 94, Canberra.

³ Ibid, recommendation 7.1.

