



CORPORATE PLAN

2025-2028



ABOUT THIS PLAN

The 2025–2028 Corporate Plan has been prepared in accordance with section 695 of the *Heavy Vehicle National Law* (HVNL) and reflects the strategic direction of the *NHVR Statement of Expectations 2025–2027*.

The plan:

- states our objectives for a 3-year period and the strategies we will implement to meet them
- outlines the National Performance Measures (NPMs) for the period of the plan, including annual measures for each of the 3 years, which will be used to measure our progress in implementing our objectives
- summarises the key deliverables that will enable us to meet our annual measures
- identifies any challenges and risks that may reasonably be considered to have a significant impact on the achievement of these results.

Our performance is measured against 4 HVNL key objectives¹:



SAFETY

Promote public safety.



SUSTAINABILITY

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



PRODUCTIVITY

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



REGULATORY CAPABILITY

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

Acknowledgement to Country

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



Cover: NHVR Safety and Compliance Officers (SCOs) Georgia and Jamie at Broadford, Victoria and above: SCO Wendy using our Regulatory Compliance Mobility Solution (RCMS).

FOREWORD

As the National Heavy Vehicle Regulator (NHVR), we are Australia's dedicated, statutory authority for all heavy vehicles.¹

We drive change for the benefit of all Australians, aimed at improving safety, productivity and sustainability in the use of heavy vehicles on Australia's roads.

Our *2025-2028 Corporate Plan* outlines how we will continue to ensure safe, productive, and sustainable heavy vehicle movements that enhance community liveability, while driving Australia's economy.

In just over 10 years, the NHVR completed its journey to become a single national heavy vehicle regulator, successfully transitioning regulatory services from 6 states and territories.

This means that the Eastern seaboard, including South Australia and Tasmania, now have a single reference point for consistent application of the HVNL.

We now set our sights on becoming a customer-centric, risk-based, data-driven regulator, with the aim to simplify, harmonise and modernise our data and technology solutions.

As a modern regulator, the NHVR is dedicated to the strategic use of information and technology to meet evolving industry demands. The adoption of contemporary data and technology solutions enables us to collect, analyse and leverage data to deliver a growing range of value-added services through digital platforms and devices.

As our stakeholders continue to grow in size and diversity, we are also finding new ways of fostering continuous engagement and innovation that better serves our customers and regulatory partners.

Operational responsiveness is the cornerstone of our customer-first approach, entailing the establishment of robust support and rapid problem-solving services.

The optimisation of real-time analytics and insights are central to personalised service delivery and data-driven decision-making within the NHVR.

By leveraging timely data to anticipate and pre-empt potential issues, the NHVR has the ability to continually refine its offerings, ensuring that the services evolve in alignment with user expectations.

Boosting operational flexibility is also essential, enabling customisation and scalability of solutions to meet a wide range of evolving requirements. The goal is to empower users to harness technology in ways that optimise their efficiency and productivity.

To ensure the NHVR remains 'fit for future challenges' for the next 10 years and beyond, we reviewed our performance reporting in 2024 to strengthen our performance and guide our decision-making on the most effective ways to achieve reforms for Australia's heavy vehicle industry.

Our refreshed National Performance Measures (NPMs) and key deliverables better align with and support our strategic objectives. The 6 strategic enterprise level objectives (pictured on page 8) drive our future direction.

As reflected on page 9; these objectives clearly support each of our key deliverables. They also align with our purpose, future vision and key objectives outlined under the HVNL - safety, productivity, sustainability and regulatory capability.

In the year ahead, we will progress our ability to deliver harmonised regulation and operations.

By driving a significant program of reform across Australia's heavy vehicle industry, we are improving safety outcomes and empowering stakeholders with our *inform, educate and enforce* approach to compliance.

This approach recognises that we must continue to adapt in response to the changing needs of the heavy vehicle industry, our customers and the Australian public.

By adopting this approach, we deliver outcomes on behalf of transport ministers and governments across the country.

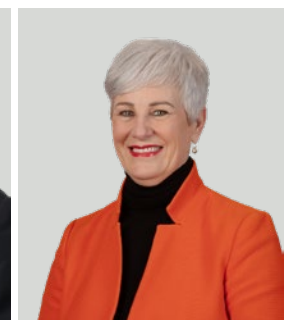
We invite you to read our *2025-2028 Corporate Plan* which reflects our commitment to delivering new and better ways of addressing the most critical needs of industry and our customers, now and in the future.



The Hon Duncan Gay AM
Chair of the Board



Janelle van de Velde
Interim Chief Executive Officer



¹ Individual Australian state and territory governments have responsibility for the transport of dangerous goods by road.

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

OUR PURPOSE

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

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

OUR 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.

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.

OUR VALUES



PEOPLE MATTER



CUSTOMER FIRST



WE ADD VALUE



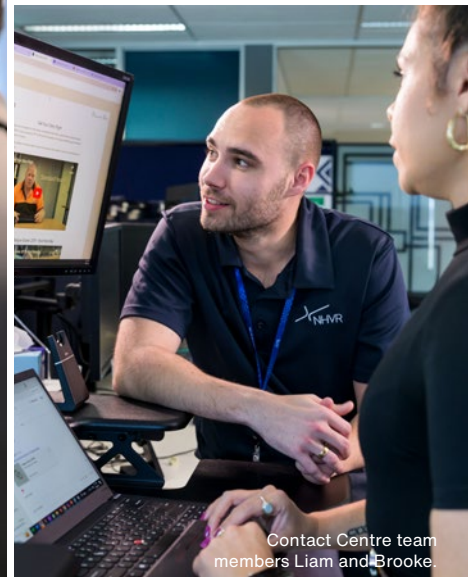
STRONG PARTNERSHIPS

SCO Anthony with pilot vehicle drivers at Glen Waverley, Victoria.





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



Contact Centre team members Liam and Brooke.

OUR CORE SERVICES AND ACTIVITIES

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

- on-road safety, compliance and enforcement
- provision of regulatory and safety information and guidance
- administering compliance with fatigue management requirements under the HVNL
- investigations and prosecutions relating to compliance with the HVNL
- written and Electronic Work Diaries that are required by the HVNL

- National Heavy Vehicle Accreditation Scheme (NHVAS) and accreditation
- Performance Based Standards (PBS) vehicle, design and access approvals
- heavy vehicle road access permit application processing and national exemption notices
- heavy vehicle standards, modifications and exemptions
- registering industry Codes of Practice.

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

The NHVR escorted a 477-tonne Oversize Overmass (OSOM) superload on a 3-day journey in May 2024. The superload was a transformer measuring 125m x 5.8m. It required 5 prime movers and 4 NHVR pilot and escort vehicles to accompany the load.





People, Safety and Culture colleagues and below:
Alice and Simon from NHVR Prosecutions, Adelaide.



OUR ENVIRONMENT

Our strategic direction and subsequent key deliverables outlined in this Plan are heavily influenced by a range of internal and external environmental factors, as well as the changing nature of technology.

The following analysis identifies the factors influencing our strategic direction, and importantly, considers some of the key dimensions for the NHVR's future success, including information management, people and capabilities and new technology and innovation.

We continue to reshape Australia's heavy vehicle industry, offering customers and industry a simpler, more personalised, end-to-end service experience.

Our risk mitigation strategies allow the NHVR to identify, monitor and evaluate risks and the associated consequences of future business actions.

The establishment of robust mechanisms continue to identify managing emerging risks from its internal and external environment.

The ongoing frequency of natural disasters and other impacting emergencies remain part of the expanding management of our enterprise risk arrangements.

Effective risk management is underpinned by strong risk governance and oversight. Our ability to adapt and direct the capabilities and skills of our employees further mitigate these risks is in line with our risk appetite.

CHALLENGES AND RISKS

The key risks and challenges to the NHVR relate to regulatory failure, which includes risk of use of regulatory tools that do not achieve desired regulatory outcomes, not fostering an environment that encourages compliance with the HVNL, not improving safe and productive practices by heavy vehicle industry participants, and not developing the NHVR's use of data and technology to improve regulatory capability. These risks and challenges may significantly impact the deliverables in this plan and, more specifically, may have a significant impact on:

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

OPPORTUNITIES

We continue to leverage strategic opportunities to:

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

OUR CUSTOMERS AND STAKEHOLDERS

The strength and quality of the NHVR's relationships with customers and stakeholders underpins our performance.

As a customer service-driven organisation, the NHVR is committed to providing a consistent, accountable and transparent customer service experience.

As the customer you can expect us to work with:

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

Our Customer Service Charter and supporting policies and initiatives including Customer Experience journey mapping supports our commitment to upholding the highest standard of customer service excellence and provides information on how we will achieve this.

We take a proactive role in collaborating with other government agencies, industry groups, customers, staff and the public to support a safer, more effective, and more efficient Australian heavy vehicle industry, achieving better outcomes for all Australians.

OUR PEOPLE

The NHVR's diverse, committed workforce of more than 1,030 employees is central to the delivery of our services. Our workforce operates across the ACT, New South Wales, Queensland, South Australia, Tasmania and Victoria, with over 45% of all employees working in on-road roles.

We are building a resilient, agile and empowered workforce, equipped for the future with the capability to effectively operate during periods of change.

To empower and ensure our teams have the knowledge and skills necessary to meet industry needs, we encourage capability building, training and professional development.

We are committed to fostering a positive culture and healthy environment, focusing on people, strong leadership and teamwork resulting in a safer work environment and better performance outcomes.

Diversity is our strength, and we promote a culture of inclusion to enhance our work performance and the wellbeing of everyone.

Our Reconciliation Action Plan (RAP) contributes to our inclusivity and national reconciliation, allowing our organisation to explore and deepen the connection with our First Nations communities by growing cultural awareness.

To attract and retain high-quality talent we continue to evolve our employee value offering with the aim of becoming an employer of choice where we attract and retain employees who bring diverse thoughts, approaches and experience.



SCOs in training at mobile inspection site, Lake George, New South Wales.

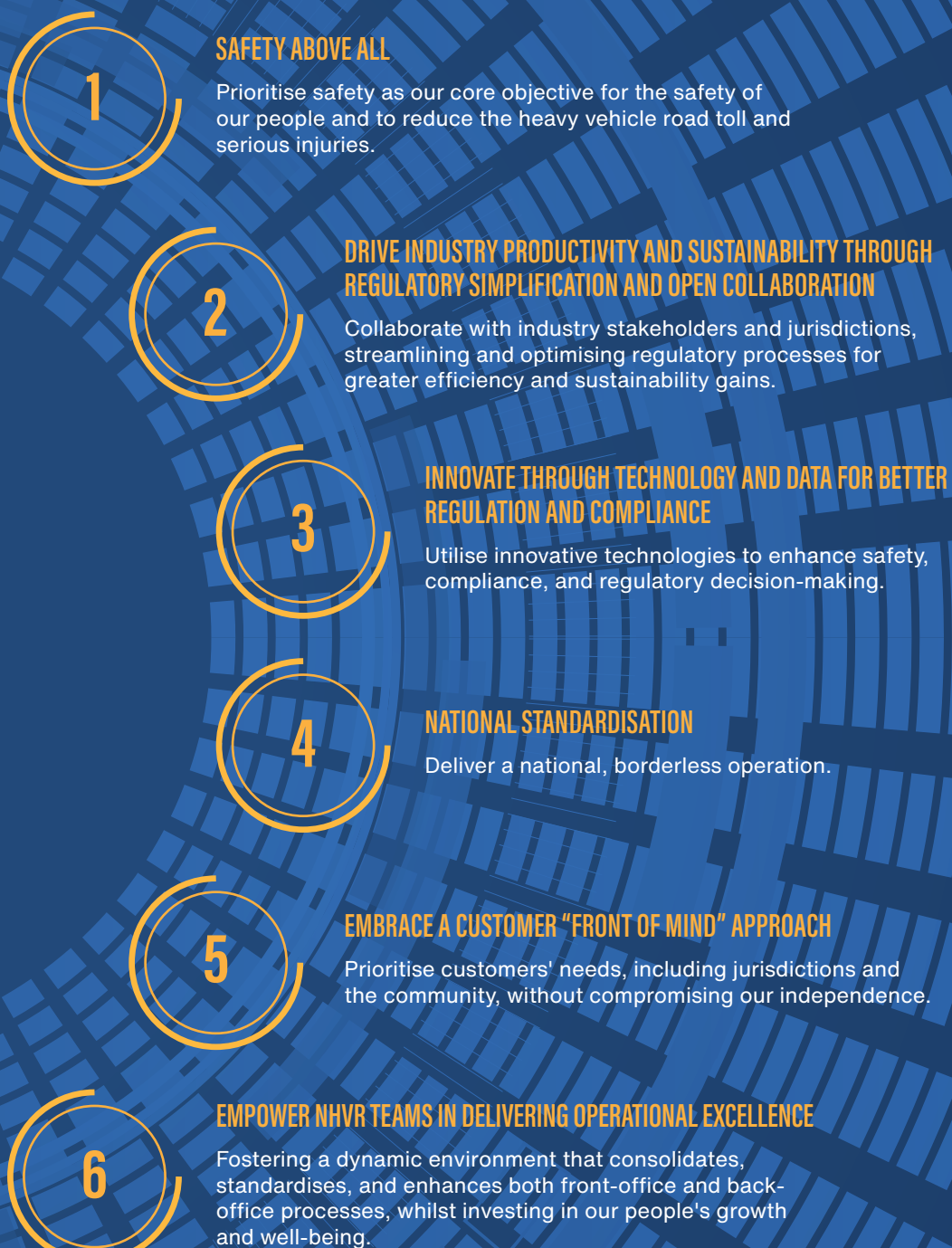
STRATEGIC ENTERPRISE LEVEL OBJECTIVES

Our 6 strategic enterprise level objectives introduced on 1 July 2024 (figure 1) aim to support the NHVR's future direction to 30 June 2027 and beyond.

These objectives guide our work and purpose to achieve our vision, providing an integrated approach in support of our key objectives outlined under the HVNL – 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 is safety and customer care.

Figure 1.



STATEMENT OF INTENT

The following key deliverables will be pursued by the NHVR, which are aligned to the objects of the HVNL and the *NHVR Statement of Expectations 2025-2027* and reflect the NHVR's approach to the performance of regulatory functions as outlined in the *NHVR Statement of Regulatory Approach*.





KEY DELIVERABLES 2025-2028

Key Deliverables	Strategic enterprise objective(s)	Key Deliverables	Strategic enterprise objective(s)
SAFETY			
Deliver intelligence-led local and national operations to address identified risks including the National Roadworthiness Survey and operations evaluation reports.	1, 4	Develop and implement resources to support capability uplift of road managers for access decision-making.	1, 3
Develop a revised system and process for the regulation of data-initiated investigations (i.e. camera enforcement, telematics).	2, 4	Deliver the Strategic Local Government Asset Assessment Program to support the development of the National Automated Access System.	1, 3
Undertake the Operator Intervention Program to address identified risks across operators activities and other parties in the supply chain.	4, 6	Implement actions from the <i>Heavy Vehicle Productivity Plan 2025-2030</i> .	2, 4
Investigate allegations of serious and systemic offending and respond to serious safety risks.	1, 2	Pursue reform of the PBS scheme and complete the review of the PBS Standards.	4
Increase rate of adoption of technologically or system-based safety and compliance solutions to mitigate identified safety risks.	1, 2	Digitise the PBS scheme.	3, 4
Influence upstream Chain of Responsibility duty holders to improve compliance and reduce the impact of unsafe practices.	1, 2	Build, maintain and enhance online tools to promote the uptake of higher productivity vehicles.	3
Implement system to measure improvements in safety performance following regulatory interventions.	3, 4	Identify the potential benefits of harmonising different jurisdictional arrangements for heavy vehicles (e.g. access decisions) to pursue a range of priority reforms.	4
Improve the national operations of our roadside cameras to strengthen safety outcomes.	3, 4	Develop and release a range of PBS templates linked to simplified access arrangements.	2, 4
Share data with police agencies and regulatory bodies to deliver a more consistent approach to on-road compliance.	4, 6	Improve the national operations of our roadside cameras to strengthen safety outcomes.	1, 4
Undertake assurance checks for providers carrying out regulatory functions on behalf of the NVHR.	1, 2	SUSTAINABILITY	
Continue to deliver a prioritised program of industry advice that covers all regulatory areas, including Regulatory Advice and Loading Guides.	1, 2, 5	Undertake the Vision 2035 project to identify future trends, opportunities and challenges for the heavy vehicle freight task.	1, 2, 4
Support industry to understand and comply with their safety duty obligations through the review of educational content, tools and the delivery of a corporate and executive engagement program.	1, 2, 5	Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, low and no-emission heavy vehicles to improve sustainability, productivity and safety. ²	1, 2, 4, 5
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.	1, 2, 5	Undertake a program to accelerate the uptake of PBS vehicles across the heavy vehicle fleet.	2, 4
Continued adoption of Codes of Practice as a method to manage operational risk and ensure safety.	1, 2, 5	REGULATORY CAPABILITY	
Undertake statistical and economic analysis of heavy vehicle crashes to inform crash avoidance initiatives targeting the greatest network safety risks.	1, 3	Implement an asset management strategy including the harmonisation of on-road infrastructure assets.	4
Enhance the Operator Regulatory Performance Program in the NHVR Portal.	4	Implement a harmonised on-road training strategy to deliver a standard approach to on-road activities and HVNL obligations.	4
PRODUCTIVITY		Review and harmonise on-road policies and work procedures.	4
Implement a network expansion program for access under statutory notices, prioritising those network improvements that will achieve the greatest reduction in permit volumes.	2, 4, 5	Enhance risk-based profiling to improve on-road intercept outcomes.	3, 4
Enhance the NHVR Portal to provide improved permitting functions, including integrating with the National Automated Access Assessment System.	2, 3, 4, 5	Implement the Regulatory Partners project to improve consistency in operations with our regulatory partners.	4
Develop and deliver a prioritised access notice program supported by both industry and jurisdictions. ¹	2, 4, 5	Create a positive culture, focusing on people, strong leadership and teamwork resulting in safe and high-performance outcomes.	6
		Become an employer of choice where we can attract and retain employees who bring diverse thoughts, approaches and experience.	6
		Improve leadership capability to ensure managers and directors have the skills and maturity to lead effectively, including during periods of change.	6

¹ Key deliverable from the 2019 Commonwealth Implementation Plan of the National Freight and Supply Chain Strategy and National Action Plan and the Heavy Vehicle Productivity Plan 2025-2030.

² Deliverable from the NHVR's Heavy Vehicle Safety and Environmental Technology Uptake Plan.

NATIONAL PERFORMANCE MEASURES

OBJECTIVES	NATIONAL PERFORMANCE MEASURES (STANDARDS AND INDICATORS) ¹	2025-26	2026-27	2027-28
SAFETY	NPM 1 Reduced road trauma where the heavy vehicle is at fault.			
Promote public safety.	Number of hours of industry and community education:			
	a. Undertaken through on-road intercepts	7,150	>7,150	7,800
	b. Undertaken through stakeholder engagements	1,100	5%↑	5%↑
	Number of risk identified duty holders whose safety practices has improved as a result of regulatory intervention	200	210	220
	Number of supply chain prosecutions and related actions	10%↑	10%↑	10%↑
PRODUCTIVITY	NPM 2 Improved end to end heavy vehicle network connections and reduced permit requirements.			
Promote industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles.	Number of network kilometres under statutory notice	5,544,756	≥5.8 M	≥6 M
	Number of statutory pre-approvals in place	3,400	≥3,500	≥3,700
	Percentage of freight moved by PBS vehicles relative to the road freight task	5%↑	5%↑	5%↑
SUSTAINABILITY	NPM 3 Sustainability of road infrastructure and the heavy vehicle fleet.			
Manage the impact of heavy vehicles on the environment, road infrastructure and public amenity.	Gazetted networks for low and no emission heavy vehicles	88,000	>92,000	>97,000
	Fuel use required to perform same freight task with PBS vehicles compared to conventional equivalent	5%↓	5%↓	5%↓
	CO ₂ emitted to perform same freight task with PBS vehicles compared to conventional equivalent	5%↓	5%↓	5%↓
	Number of hours spent undertaking compliance and enforcement of heavy vehicles travelling on critical infrastructure	≥7,500	≥7,500	≥7,500
	Average age of heavy vehicles in national heavy vehicle fleet	2%↓	2%↓	2%↓
REGULATORY CAPABILITY	NPM 4 The NHVR effectively regulates the heavy vehicle industry.			
Encourage and promote regulatory capability through productive, efficient, innovative and safe business practices.	Percentage of access permits completed within 14 days	≥80%	≥80%	≥80%
	Customer satisfaction with NHVR	≥75%	≥75%	≥75%
	Non-compliance rate of random intercepts versus the non-compliance rate of risk-based targeted intercepts	Targeted higher by 10%	Targeted higher by 10%	Targeted higher by 10%
	NPM 5 NHVR employees work in a safe, supportive and inclusive working environment.			
	Employee engagement	≥75%	≥75%	≥75%
	Percentage of payroll invested in training and development activities	1%	1.5%	1.5%
	Total Recordable Injury Frequency Rate	<8	<7	<7
	Percentage of completed (non overdue) corrective and safety audit actions	90%	95%	95%

¹ The performance targets listed will be subject to independent validation

OUR BUDGET

	2025-26 (\$000)	2026-27 (\$000)	2027-28 (\$000)
Operations			
Regulatory income ¹	202,373	218,563	231,676
Fee for service ²	50,478	51,992	53,552
Other revenue ³	6,588	6,636	6,343
Less:			
Operating costs ⁴	(262,455)	(271,358)	(279,498)
Service agreement payments ⁵	(7,087)	(7,229)	(7,446)
Net surplus/(deficit) from Operations	(10,103)	(1,396)	4,627
Project and Capital Investment⁶			
Project expenditure	(3,413)	(13,072)	(7,954)
Capital expenditure	(8,371)	(8,371)	(8,371)
Total Project and Capital Investment	(11,784)	(21,443)	(16,325)
Commonwealth Grants⁷			
Grant Income	9,299	7,925	239
Less: Expenditure	(9,137)	(7,910)	(6,828)
Net surplus/(deficit) from Commonwealth Grants⁸	162	15	(6,589)
Net surplus/(deficit)	(21,727)	(22,823)	(18,286)

- 1 Regulatory income is inclusive of a 1.5% fee increase in FY2025-26 in line with NTC recommendation. FY2026-27 anticipates a 5% fee increase to account for the new Enterprise Agreements.
- 2 Fee for service includes access, accreditation, work diaries and inspections.
- 3 Other revenue includes interest earned and court fees.
- 4 Operating costs have increased to reflect the new Enterprise Agreements and also take into account expected inflation.
- 5 Service level agreement fees reflect various frontline services that continue to be delivered by state and territory transport authorities and other government agencies.
- 6 Project and capital investment is funded from accumulated surplus and cash reserves. Project expenditure reflects a mix of Ministerial and NHVR initiated work.
- 7 Commonwealth grants represent the Strategic Local Government Asset Assessment Project and the Heavy Vehicle Safety Initiatives.
- 8 Any net Commonwealth Grant surplus or deficit reflects a timing difference between recognition of the grant funding received and associated expenditure or grants paid out.



Marulan HVSS, New South Wales.

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