



Version 1.0

© National Heavy Vehicle Regulator 2014



<http://creativecommons.org/licenses/by-sa/3.0/au>

This work is licensed under a Creative Commons Attribution-ShareAlike 3.0 Australia Licence.
To attribute this material, cite National Heavy Vehicle Regulator, Corporate Plan 2014-2017.

About this plan

In accordance with s.695 of the Heavy Vehicle National Law (HVNL), this Corporate Plan presents our objectives for the period 1 July 2014 to 30 June 2017 (2014 - 2017) and how we will implement them. Under the plan, we will collaborate and cooperate with our partners, stakeholders and service providers.

For ease of reference, s.695 is set out in the appendix to the plan.

About the NHVR

Our charter

To drive sustainable improvement to safety, productivity and efficiency outcomes across the industry and the Australian economy.

The National Heavy Vehicle Regulator (NHVR) is Australia's dedicated specialist national heavy vehicle regulator, charged with managing the heavy vehicle regulatory regime and delivering its full benefits to the Australian community and economy.

The NHVR is established and governed by the HVNL which commenced in Queensland in 2013, and New South Wales, Victoria, Tasmania, South Australia and the Australian Capital Territory on 10 February 2014.





Foreword

The Board of the NHVR is pleased to present its 2014 – 2017 Corporate Plan, which has five parts:

Part 1:

Our objectives for 2014-15 to 2016-17 [see s.695(2)(a)]; 6

Part 2:

How we will implement our objectives during the 3 year period [see s.695(2)(b)]; 8

Part 3:

An outline of the National Performance Measures (Standards and Indicators), which we have determined under sub-section 695(4) for the 3 year period [see s.695(2)(c)]; 13

Part 4:

Challenges and risks that may have a significant impact, during the 3 year period, on: 14

- i. our ability to implement the objectives;
- ii. the achievement of the object of the HVNL (set out in s.3); and
- iii. the exercise of our functions [see s.695(2)(d)]; and

Part 5:

Our proposed budgets for the 2014-15, 2015-16 and 2016-2017 [see s.695(2)(e)]; 15



Part I: Our objectives for 2014-15 to 2016-17 | [see s.695(2)(a)]

Our statutory objectives are specified in s.3 of the HVNL.

NHVR Statutory Objectives

1

Promote public safety.

2

Promote industry safety, productivity and efficiency.

3

Encourage regulator, government and operator efficiency.

4

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

We have determined four strategic goals to achieve those objectives. To achieve our four statutory strategic objectives as set out above, we will focus on delivering our strategic goals over the life of this three year Corporate Plan:

Strategic Goal 1: Productive partnerships and engagements

We will maintain constructive working relationships with State and Territory agencies and national bodies and promote effective consultation and communication with the heavy vehicle transport industry. By educational efforts and information campaigns, we will increase awareness of legislative obligations and through improved compliance, contribute to achieving higher levels of safety.

Strategic Goal 2: Safe, productive and efficient heavy vehicle transport industry

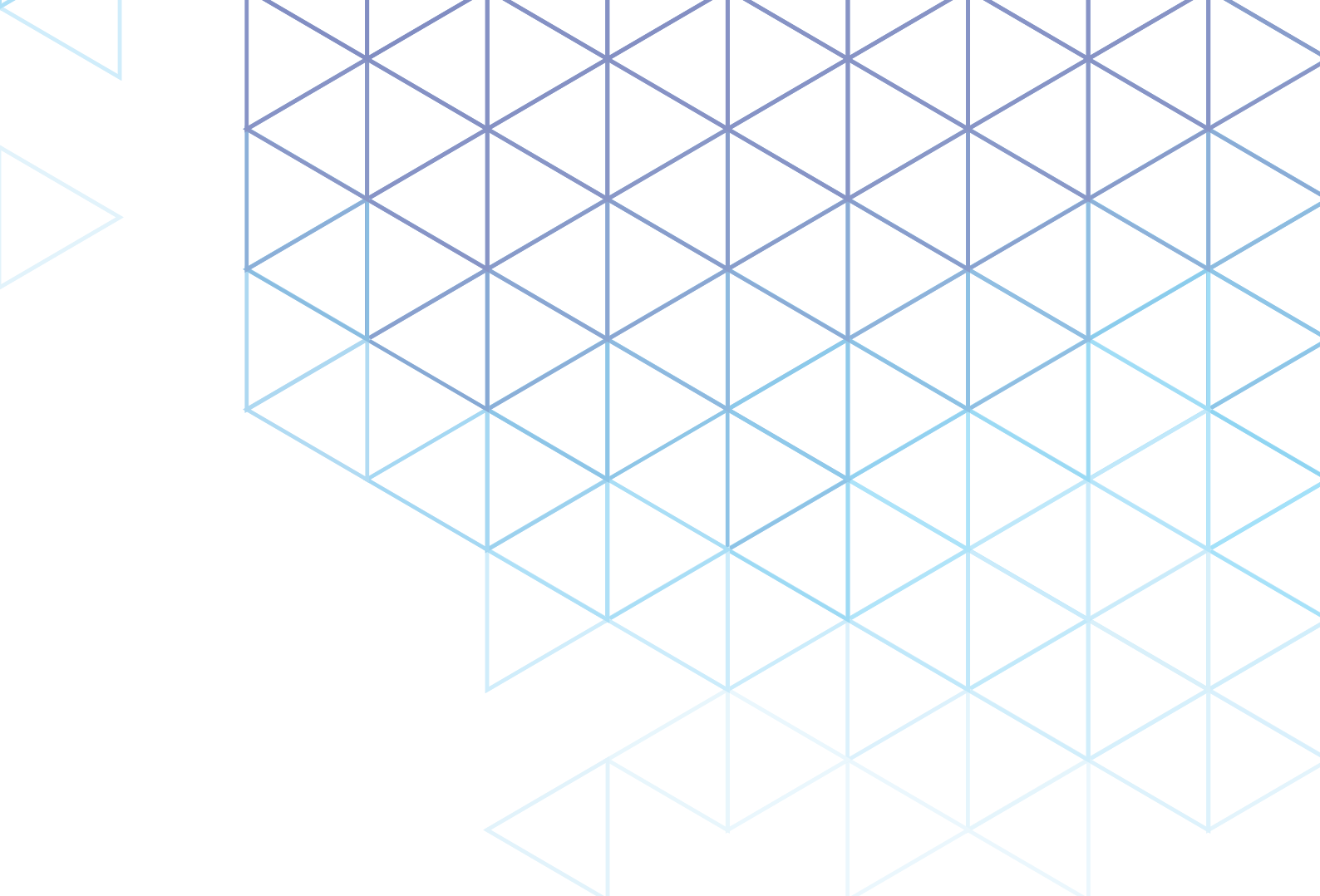
We are committed to delivering a consistent system of heavy vehicle regulation in a fair, professional and efficient manner that ensures improvements in safety and productivity outcomes for industry and the wider community.

Strategic Goal 3: Efficiency in service delivery and resource allocation

We will focus on performance and evaluation to support the efficient and effective delivery of our services.

Strategic Goal 4: Effective governance and continuous improvement

We will ensure that effective organisational governance arrangements are in place and that we achieve continuous improvement of our business processes.



We have also identified key strategic opportunities and set priorities for addressing them.

Strategic Opportunities	Our Priorities
<ul style="list-style-type: none">• Achieving the secure and sustainable delivery of heavy vehicle regulatory services, including access management.• Realising the safety and productivity benefits of a single national regulator• Partnering and collaborating with government and industry• Demonstrating leadership in implementing the HVNL• Providing authoritative analysis and reporting progress and performance in securing the objectives of the HVNL• Achieving value for money in delivering all NHVR services• Improving governance and effective management across the entire business• Improving access management	<ul style="list-style-type: none">• Continuing to fulfil all our obligations and functions as the national heavy vehicle regulator• Establishing stakeholder engagement structures that will contribute to the desired reform• Implementing the Access Management Remediation Plan• Reviewing our organisational design and business model to achieve an effective and value for money operation• Improving the safety of the heavy vehicle industry• Commencing a cost recovery study on regulatory functions• Helping to make more of the nation's road networks available for innovative and higher productivity vehicles

Part 2:

How we will implement our objectives during the 3 year period | [see s.695(2)(b)]

Strategic Goal 1 Productive Partnerships And Engagements	We will action during		
	Financial Year 2014/2015	Financial Year 2015/2016	Financial Year 2016/2017
▶ Strategic Goal 1.1 Responsive relationships with government stakeholders			
We will deliver this by: Maintaining sound working relationships with responsible Ministers, transport agencies and national bodies	✓	✓	✓
▶ Strategic Goal 1.2 Effective Industry Engagement			
We will deliver this by: Participation in a range of heavy vehicle forums and relevant assistance programs	✓	✓	✓
We will deliver this by: Effective use of digital and social communications and communities	✓	✓	✓
▶ Strategic Goal 1.3 Collaborative leadership and management across government			
We will deliver this by: Establishing collaborative reform-leadership working groups in the areas of access; safety and compliance; and information management	✓	✓	✓
We will deliver this by: Establishing appropriate expert advisory bodies to support NHVR activities and systems	✓	✓	✓
We will deliver this by: Establishing and operating structured change management controls for major changes to NHVR operations, or to industry-facing service delivery models	✓	✓	✓
▶ Strategic Goal 1.4 Promote broad and effective consultation and communication with government and the wider heavy vehicle sector			
We will deliver this by: Enhancing NHVR's relationship with road managers and the heavy vehicle sector	✓	✓	✓
We will deliver this by: Exchanging information on important heavy vehicle safety matters and other relevant issues with appropriate consultative forums	✓	✓	✓
We will deliver this by: Fostering an awareness of the importance of freight productivity, heavy vehicle safety and compliance amongst road managers	✓	✓	✓
We will deliver this by: Increasing awareness of the importance of compliance in industry	✓	✓	✓
We will deliver this by: Expanding the range of communication channels for promotional and educational programs, including digital delivery capability	✓	✓	✓

Strategic Goal 2 Safe, Productive And Efficient Heavy Vehicle Transport Industry

We will action during

Financial Year 2014/2015 Financial Year 2015/2016 Financial Year 2016/2017

▶ Strategic Goal 2.1 | Provide safe, productive access to the road network

We will deliver this by: Improving route and access assessments undertaken by road managers	✓	✓	✓
We will deliver this by: Ensuring that access decisions are taken correctly	✓	✓	✓
We will deliver this by: Facilitating improved road network access	✓	✓	✓
We will deliver this by: Conversion of transitional national notices	✓		
We will deliver this by: Harmonisation of local productivity initiatives	✓	✓	✓
We will deliver this by: Monitoring estimated usage of higher productivity vehicles			✓
We will deliver this by: Promoting the benefits of innovative and higher productivity vehicles	✓	✓	✓

▶ Strategic Goal 2.2 | Improve safety management capability in industry

We will deliver this by: Monitoring safety performance across the on-road industry and the Chain of Responsibility	✓	✓	✓
We will deliver this by: Removing high-risk hazards, behaviours and parties from the road and the supply chain		✓	✓
We will deliver this by: Rewarding safe operators	✓	✓	✓
We will deliver this by: Delivering the Review of NHVAS (as part of the National Roadworthiness Review, delivered jointly with the NTC)	✓	✓	✓
We will deliver this by: Improved guidance to industry, across the Chain of Responsibility, on effective safety management methods and systems, and performance	✓	✓	✓
We will deliver this by: Implementing effective Advanced Fatigue Management strategies across industry with the NTC	✓	✓	✓
We will deliver this by: Establishing arrangements for approving Electronic Work Diary applications	✓	✓	✓

Strategic Goal 2 Safe, Productive And Efficient Heavy Vehicle Transport Industry

We will action during

Financial Year 2014/2015 Financial Year 2015/2016 Financial Year 2016/2017

▶ Strategic Goal 2.3 | Improve compliance outcomes and reliable compliance systems

We will deliver this by: Evaluating the level of confidence and reliability in available measures and systems of compliance	✓	✓	✓
We will deliver this by: Evaluating the deployment of resources, and the allocation of effort		✓	✓
We will deliver this by: Raising the national effectiveness and level of effort in Chain of Responsibility		✓	✓
We will deliver this by: Enhancing Chain of Responsibility awareness within industry		✓	✓
We will deliver this by: Improving national consistency in practice and procedures	✓	✓	✓
We will deliver this by: Ensuring consistency in proportionality of enforcement	✓	✓	✓
We will deliver this by: Enhancing skills and capabilities of Authorised Officers	✓	✓	
We will deliver this by: Exercising quality assurance over sensitive vehicle modifications	✓	✓	✓
We will deliver this by: Providing enhanced guidelines to better provide guidance to industry around heavy vehicle standards exemptions	✓		

▶ Strategic Goal 2.4 | Industry and stakeholder confidence in administration of the HVNL

We will deliver this by: Ensuring fair and accountable exercise of enforcement powers	✓	✓	✓
We will deliver this by: Ensuring fair and appropriate provision of reviews of decisions and appeal rights	✓	✓	✓
We will deliver this by: Exercising transparency in the administration of the law	✓	✓	✓

▶ Strategic Goal 2.5 | Development of a National Registration System

We will deliver this by: Confirming the business case and benefits realisation for the system	✓	✓	
We will deliver this by: Identifying appropriate business rules for a National Registration system		✓	✓
We will deliver this by: Commence implementing the National Registration system project			✓

Strategic Goal 3 Efficiency In Service Delivery And Resource Allocation

We will action during

Financial Year 2014/2015	Financial Year 2015/2016	Financial Year 2016/2017
-----------------------------	-----------------------------	-----------------------------

▶ Strategic Goal 3.1 | Ensure the efficient and cost effective delivery of regulatory services

We will deliver this by:
Determining the appropriate cost of regulatory services

✓	✓	
---	---	--

We will deliver this by:
Implementing efficiencies in the delivery of regulatory services

✓	✓	✓
---	---	---

▶ Strategic Goal 3.2 | Industry and stakeholder confidence in administration of the HVNL

We will deliver this by:
Developing appropriate service agreements and standards

✓	✓	✓
---	---	---

We will deliver this by:
Implementing efficiencies in the delivery of regulatory services

✓	✓	✓
---	---	---

▶ Strategic Goal 3.3 | Ensure effective and cost efficient delivery of supplier agreements

We will deliver this by:
Ensuring supply agreements represent value for money

✓	✓	✓
---	---	---

We will deliver this by:
Ensuring supply contracts are appropriately managed and controlled

✓	✓	✓
---	---	---

▶ Strategic Goal 3.4 | Establish effective agreements with Industry and Road Managers

We will deliver this by:
Developing agreed service standards with industry and Road Managers

✓		
---	--	--

We will deliver this by:
Monitoring and reporting on agreed performance standards

✓	✓	✓
---	---	---



Strategic Goal 4 Effective Governance And Continuous Improvement

We will action during

Financial Year 2014/2015 Financial Year 2015/2016 Financial Year 2016/2017

▶ Strategic Goal 4.1 | Attract and develop skills and capability

We will deliver this by: Improving systems for employee recruitment, development, learning and career enhancement designed to increase organisational effectiveness	✓	✓	✓
We will deliver this by: Implementing an effective performance management system that is operationally and culturally appropriate	✓		

▶ Strategic Goal 4.2 | Ensure efficient and effective financial management and controls

We will deliver this by: Establishing efficient financial targets and enhancing the communication of performance	✓	✓	✓
We will deliver this by: Improving financial information systems to best deliver value and customer efficiencies	✓	✓	✓
We will deliver this by: Identifying and reducing cost of service delivery	✓	✓	✓

▶ Strategic Goal 4.3 | Improve ICT systems and capability

We will deliver this by: Developing the business cases for enhanced service delivery of the permit issuance business	✓		
We will deliver this by: Implementing the enhanced service delivery solution for access permit processing	✓	✓	
We will deliver this by: Improving information systems, processes and databases	✓	✓	✓

▶ Strategic Goal 4.4 | Improve the delivery of operational activities, regulatory services and other support functions

We will deliver this by: Standardising processes and procedures to improve consistency and efficiency	✓	✓	
We will deliver this by: Establishing a knowledge and information management capability that allows the NHVR to enhance its evidence-based, decision making capability			✓

▶ Strategic Goal 4.5 | Ensure clearly defined lines of accountability, responsibility and authority across the organisation

We will deliver this by: Embedding a risk management framework and risk based practices throughout the organisation	✓		
We will deliver this by: Enhancing robust systems, processes and controls to ensure statutory and other compliance obligations are met	✓	✓	✓
We will deliver this by: Ensuring good governance, oversight and reporting in all business initiatives, programs and projects	✓	✓	✓

Part 3:

An outline of the National Performance Measures (Standards and Indicators), which we have determined for the 3 year period | [see s.695(2)(c)]

Statutory Objective and National Performance Measures

▶ Objective 1 | Promote public safety

Number of operators and vehicles participating in NHVAS and covered by recognised industry codes and accreditation schemes (subject to data availability)

Trends in the number and types of heavy vehicle crashes; and heavy vehicles involved injuries and fatalities

Trends in the number of detected non-compliant drivers, operators and vehicles; and type of enforcement action (subject to data availability)

Hours of effort allocated to heavy vehicle compliance activity by activity type (subject to data availability)

▶ Objective 2 | Promote industry productivity and efficiency

Length and proportion of road network approved for higher productivity vehicles by network and by class of vehicle

Length and proportion of road network approved for special purpose and oversize overmass vehicles by network and by class of vehicle

Number of local productivity initiatives harmonised

Number of access applications denied, by type, location, road manager, and reason

▶ Objective 3 | Encourage regulatory, government and operator efficiency

Nature and type of NHVR initiatives to encourage efficiency

Benchmarking of the provision of regulatory services by service providers

Benchmarking of customer service by NHVR and service providers

Time to process access applications

Time to process road manager consents

▶ Objective 4 | Manage the impact of heavy vehicles on the environment, infrastructure and public amenity

Development and implementation of management plans for each type of heavy vehicle impact

Part 4: Challenges and risks that may have a significant impact, during the 3 year period

We have identified a number of important challenges and risks that affect our operational environment. All of our work will be approached in a way that addresses them.

Strategic Challenges

- Delivering full access management services for Australia's heavy vehicle industry
- Competing expectations of shareholders and stakeholders
- Ensuring capacity and capability of all parties involved in delivering the HVNL
- Maintaining focus on improving productivity and safety outcomes across our business
- Uncertain fiscal environment
- Disciplined approach to remediation of the Access Management function

Strategic Risks

- Diminished stakeholder support
- Not securing value for money resourcing
- Insufficient ICT system capability
- Legislative and policy changes
- Insufficient internal capability and capacity



Part 5:

Our proposed budget for 2014-15, 2015-16 and 2016-17 | [see s.695(2)(e)]

2014-15 Annual Budget

REVENUE (000s)

Regulatory Income	135,000
Accreditation fees for service (NHVAS)	2,015
Access fees for service (Estimated)	6,750
Deemed and other revenue ¹	3,709
Total	147,474
Less:	
Deemed and other revenue	3,709
Service agreement payments (Regulatory Services)	93,792
Loan repayments to participating States/Territories	1,897
Access permit fee processing remittance to Road Managers	6,075
Major reform project – Electronic Work Diaries ²	2,334
Major reform project – National Registration System ²	3,981
Provision towards the Access Remediation Plan	4,181
Total	115,969
Net Revenue	31,505

EXPENDITURE³

Board & Corporate Governance	494
Salaries and Related Employee Expenses	15,271
Outsourced services (National call centre and transactional processing services)	1,758
Office and Accommodation Expenses	1,354
Information Communication Technology (ICT) and telecommunications	1,256
ICT Contracted Services	3,735
Committees ⁴	763
Cost Recovery Study	800
Travel	389
Marketing and Communications	438
Audit	315
Legal and Advisory services	1,454
Depreciation and Interest	3,478
Total	31,505

Net Surplus

0

¹ An Australian accounting standards requirement is that revenue is recognised on grant funding received and on loans with interest charged at below market rates

² Loan repayments and major reform projects are to be funded outside the NHVR operating budget

³ Full cost in relation to the access management remediation project is not included

⁴ Fatigue Expert Reference Group (FERG) & Post Implementation Surveillance Review (PISR)

2015-16 and 2016-17 Annual Budget

The NHVR will finalise budgets for 2015-16 and 2016-17 following finalisation of the current Heavy Vehicle Charges Determination process

Appendix:

Extract from the Heavy Vehicle National Law Act 2012 (Qld), Chapter 12, Part 12.3, Division 2, section 695, Corporate Plans

1 The Regulator must, on an annual basis, prepare and give to the responsible Ministers for approval by the Ministers a corporate plan for each 3 year period.

2 The corporate plan must—

- (a) outline the Regulator’s objectives for the 3 year period; and
- (b) state how the Regulator’s objectives will be implemented during the 3 year period; and
- (c) contain a statement outlining the National Performance Measures (Standards and Indicators), determined by the Regulator under subsection (4), for the 3 year period, including (but not limited to) annual measures for each of the 3 years specifying—
 - i. the standards expected to be complied with for each year; and
 - ii. the performance indicators proposed to be used for measuring the Regulator’s progress in implementing the Regulator’s objectives during the year; and
- (d) identify any challenges and risks that the Regulator reasonably believes may have a significant impact, during the 3 year period, on—
 - i. the Regulator’s ability to implement the Regulator’s objectives; and
 - ii. the achievement of the object of this Law; and
 - iii. the exercise of the Regulator’s functions; and
- (e) include the Regulator’s proposed budget for each financial year commencing within the 3 year period.

3 The Regulator must, by notice given to the responsible Ministers, advise the Ministers if either of the following occurs—

- (a) the Regulator makes a significant amendment to its corporate plan;
- (b) the Regulator becomes aware of an issue that will have a significant impact on its ability to implement the objectives stated in the corporate plan.

4 The Regulator must publish documentation for National Performance Measures on the Regulator’s website and determine National Performance Measures (Standards and Indicators) in accordance with the documentation.

Note: section 693 of the HVNL requires the Annual Report of the NHVR to address performance against the prior year’s Corporate Plan.







For more information

- subscribe** www.nhvr.gov.au/subscribe
- visit** www.nhvr.gov.au
- email** info@nhvr.gov.au
- fax** 07 3309 8777
- post** PO Box 492, Fortitude Valley Q 4006
- tel** 1300 MYNHVR* (1300 696 487)
*Standard 1300 call charges apply.
Please check with your phone provider.