



National Heavy Vehicle Regulator
Corporate Plan
2015-16 to 2017-18

About this Plan

The updated three-year Corporate Plan presents the National Heavy Vehicle Regulator's (NHVR's) direction for the period 2015-16 to 2017-18. It will guide the NHVR in meeting the expectations of its customers and stakeholders, complying with its legislative obligations and delivering on the intent of the national heavy vehicle regulatory reform.

Our Corporate Plan will be adjusted on an annual basis and presented to responsible Ministers for approval to ensure its currency, recognition of the impact of new technology, alignment to the long term vision and to allow appropriate funding to be provided to enable the NHVR to achieve its endorsed objectives.

Legislative requirement

The Corporate Plan has been developed in accordance with *Chapter 12.3 Division 2 Section 695 Corporate Plans* of the *Heavy Vehicle National Law Act 2012 (Qld)*. – the relevant provision appears at the end of the plan.

Key terms used in the plan

Term	Meaning
Goals	NHVR's broader aims
Objectives	Specific statements of how the NHVR will work towards achieving its goal.
Initiatives	Specific activities, including strategies, projects and initiatives to contribute to the achievement of objectives

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Chair's foreword

This Corporate Plan marks the next phase in the work of Australia's National Heavy Vehicle Regulator, with a new management structure and refreshed team at the helm to ensure that the Regulator gets on with the job of achieving *'one regulator - one rulebook'*.

We have worked hard to ensure our partnerships with industry and government are stronger so we can focus on our long-term vision. We're grateful for the ongoing support of industry which continues to help shape practical and efficient regulatory processes. I'm pleased to see jurisdictional agencies' ongoing commitment to integrated policy and operational initiatives that underpin the national approach to heavy vehicle regulatory reform.

CEO's preface

Twelve months ago, I joined the National Heavy Vehicle Regulator, at a time when a significant change of direction was being called for to progress heavy vehicle reform.

Over the past 12 months, the NHVR has worked diligently to increase its efficiency and effectiveness and build industry's confidence in our ability to get the job done.

We've focused on continuous improvement and the practical application of the legislation, which is delivering real benefits to stakeholders and industry.

We've reduced red tape for operators, drivers and road managers; we've made our processes more transparent, accelerated permit and application processes, as well as taking over permitting processes in Tasmania.

This is a transitional period for the Regulator, with several of the initiatives outlined in this Corporate Plan helping us to sharpen our focus. Now in our third year of operation, the Regulator continues to gain traction, as we work together today for a safer and stronger heavy vehicle industry tomorrow.

Bruce Baird AM
Chair

We have set firm foundations for our safety remit, with improvements to Australia's heavy vehicle compliance and enforcement and roadworthiness regimes, whilst building stronger partnerships with jurisdictions.

It's been a year focused on building an organisation that has the agility and the capability to deliver leadership to the heavy vehicle industry.

This Corporate Plan outlines our approach for the next three years to ensure we are well-placed to meet our vision of *'a safe, efficient and productive heavy vehicle industry serving the needs of Australia'*.

Sal Petrocchio
Chief Executive

What the NHVR stands for

Our vision

A safe, efficient and productive heavy vehicle industry serving the needs of Australia
- Working together today for a safer and stronger industry tomorrow -

Our purpose

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

Facilitate – Innovate - Regulate

Our values

Relevance and Responsibility

We actively and appropriately engage with our stakeholders, customers and partners, seeking to identify and understand their needs while exercising our authority fairly and effectively as the National Heavy Vehicle Regulator.

Shared Ownership through true Partnerships

We are committed to working collaboratively with our jurisdictional partners to deliver seamless, consistent and streamlined regulatory products and services.

Value and Empowerment

We seek to attract, retain, develop and empower our people by creating a desirable work environment which foster relationships based on trust, respect and diversity.

Unleash Potential

We work efficiently and effectively, with high expectations of each other and of the standards of our services. We foster and value innovative solutions and evidence-based decision making, transparency and accountability.

About the NHVR

The NHVR, Australia’s dedicated regulator for all vehicles over 4.5 tonnes gross vehicle mass, was established on 10 February 2014 as an independent statutory body corporate under the *Heavy Vehicle National Law Act 2012* (Qld) (HVNL).

The statutory object of the HVNL (s.3) is to establish a national scheme for facilitating and regulating the use of heavy vehicles on roads in a way that –

- (a) promotes public safety; and
- (b) manages the impact of heavy vehicles on the environment, road infrastructure and public amenity; and
- (c) promotes industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles; and
- (d) encourages and promotes productive, efficient, innovative and safe business practices.

Our key role

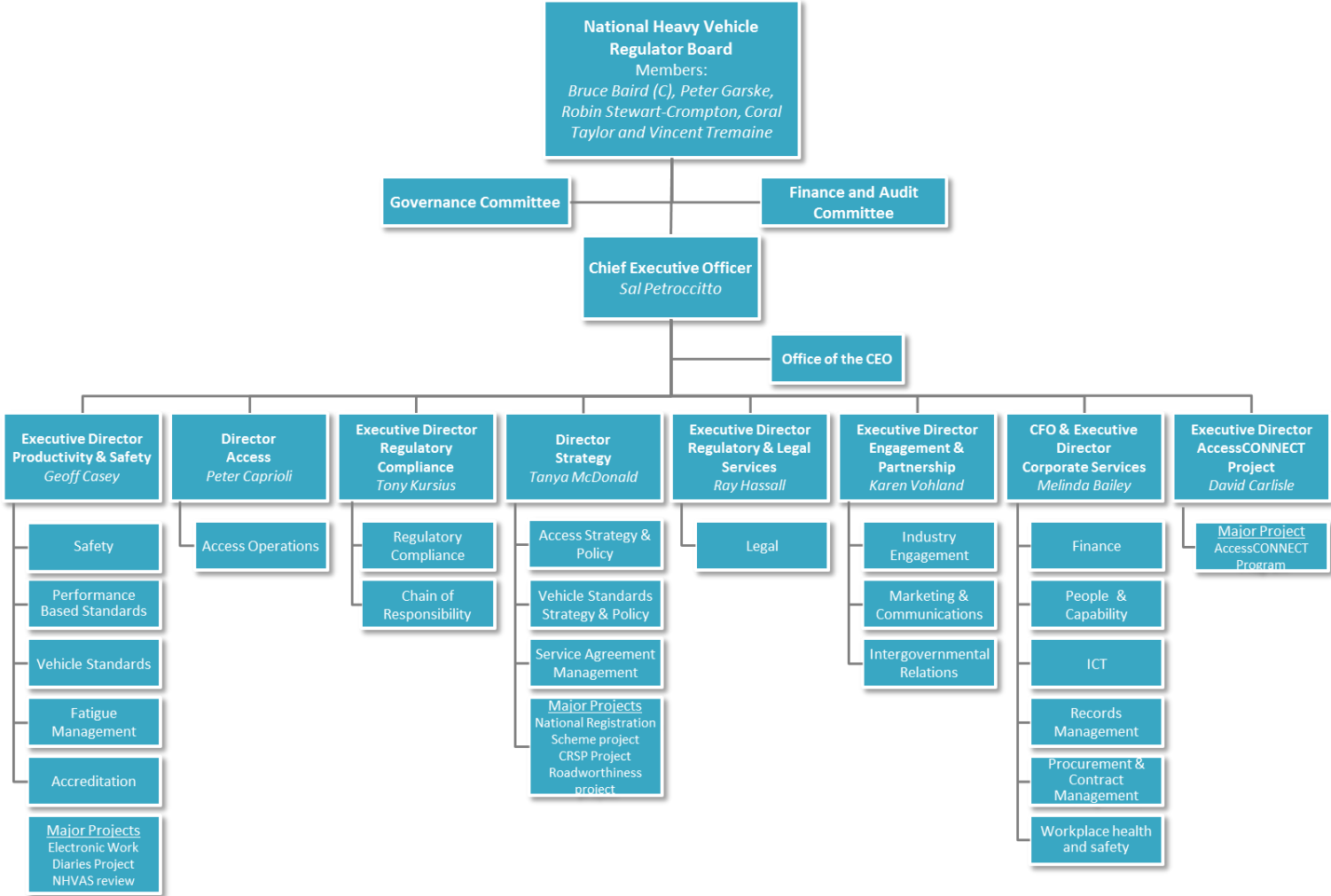
The NHVR’s role is to provide leadership and drive sustainable improvements to safety, productivity and efficiency outcomes across the industry and the Australian economy. The NHVR administers the HVNL and monitors, investigates and enforces its compliance.

Our business units

Business Unit	Outcome statement	Key functions
Office of the CEO	Setting the strategic direction of the NHVR, the Office of the CEO leads and oversees the achievement of business objectives, risk management and statutory governance requirements	<ul style="list-style-type: none"> • Executive support • Board reporting and governance • Corporate and business planning • Organisational risk management
Engagement and Partnerships	Stakeholders are aware of and understand their obligations and responsibilities under the HVNL. They are informed, engaged and supportive. They apply and are compliant with its requirements. They have confidence in the NHVR and view the organisation as credible, reliable, responsible, knowledgeable and trustworthy.	<ul style="list-style-type: none"> • Stakeholder liaison and engagement • Communications • Market and data analysis • Industry capability and capacity

Productivity and Safety	Establish and maintain clear and concise standards while simultaneously developing systems which enable and assist the industry to be productive, cultivate a strong safety culture and effectively manage their safety responsibilities.	<ul style="list-style-type: none"> • Safety • Performance based standards • Vehicle standards • Fatigue management • Accreditation
Strategy	In consultation with industry and partnership with jurisdictions, moving the NHVR towards reforms that facilitate <i>'one regulator one rule book'</i> . Harmonisation projects are prioritised to encourage the drive towards workable, productive reforms at the national level in the heavy vehicle environment.	<ul style="list-style-type: none"> • Strategic policy influence • Harmonisation of operational policy development • Research and development • National heavy vehicle reform projects
Regulatory Compliance	Achieve regulatory compliance through delivery of consistent, coordinated and effective national compliance and enforcement effort; which enables and supports a safe, efficient and productive heavy vehicle industry serving the needs of Australia.	<ul style="list-style-type: none"> • National Compliance and Enforcement strategy and programs • Chain of Responsibility Operating Framework • Operational policy development • Industry Codes of Practice
Access	Heavy vehicle access to the road network is managed and improved through stronger business systems and resources to support and influence effective and timely decision making	<ul style="list-style-type: none"> • Access permits • Demand management and analysis • Gazetted routes and pre-approvals
Regulatory and Legal	Provide advice and legal services for workplace, contract and commercial matters in addition to the delivery of privacy, right to information, Crime and Misconduct Commission and Ombudsman related services.	<ul style="list-style-type: none"> • Legal, legislative and statutory compliance framework management • Commercial and legal rights and obligations management • Specialist legal advice and services
Corporate Services	Provide an efficient and effective range of corporate and administrative services based on specialist knowledge, processes and technology that enables people and supports organisation-wide activities	<ul style="list-style-type: none"> • Finance • Human resources • Information and communication technology • Procurement and contracts • Records management

Our structure



Trends, challenges and risks

Heavy vehicle regulation is undergoing substantial transition with the introduction of the NHVR and significant reforms will continue over the life of this Corporate Plan. Key decisions regarding the shape of a national registration scheme, user-pays funding arrangements for the NHVR and the continued appetite for national regulatory harmonisation will rely heavily on the continued commitment to reform by industry, jurisdictions and the community.

The NHVR must continue to develop expertise to identify and manage the challenges and risks, both inherent and emerging, across the Australian road transport heavy vehicle sector. An important part of the NHVR's planning process involves regular environmental scanning to identify international and national trends and the ongoing monitoring of inherent risks to ensure that they are appropriately managed.

Key challenges and risks facing the NHVR for the period of this plan and beyond are presented below.

Performance Based Standards (PBS) Vehicles

Australia is leading the world in the certification of high productivity vehicles through the PBS framework. This framework provides a risk based assessment of on road vehicle capability instead of allowing vehicle access by the standard measures of dimensions and mass.

The uptake of PBS poses challenges for road managers and jurisdictions in adopting standardised measures of vehicle access within jurisdictions. The NHVR is working with stakeholders to increase the road managers' comfort with the use of these vehicles which are safer and more productive than non-PBS vehicles of similar weight and dimensions.


Road Managers

A key challenge for the national heavy vehicle access arrangements is ensuring we continue to support road managers, particularly local councils, to better understand the access that can be safely and consistently provided on their networks without necessarily requiring a permit to be issued.

Increased confidence from road infrastructure owners in allowing access to roads without a permit in appropriate circumstances is an emerging trend within the national heavy vehicle landscape that is improving productivity and reducing red tape.

National policy consistency

The NHVR remains committed to the effective and safe transition from the various sets of compliance and enforcement, access and regulatory frameworks that currently exist within the heavy vehicle sector.



A key challenge for the NHVR is the speed at which these systems can be effectively reconciled into a truly national system where one rule, administered by one regulator, applies to industry. With commitment from road managers, jurisdictions and industry, this process will continue to deliver improved safety and productivity benefits for industry and governments.

Data and integration of IT Platforms

The move from the various jurisdictional regulator frameworks to *'one regulator - one rulebook'* requires careful consideration of national information and data requirements, particularly for registration, compliance and enforcement, road access and other important areas of regulation.

Work is being undertaken to increase co-operation between agencies in relation to compliance and enforcement, as well as access management. A number of projects are being undertaken to develop nationally consistent data sets to strengthen regulatory compliance and to increase safety and productivity outcomes.

Ultimately the progress of this essential component of national reform is contingent on funding and the willingness of individual agencies to commit to national standards.

Compliance and enforcement technologies

National Compliance and Enforcement Data and Information Sharing Protocols will provide a secure framework whereby all partner agencies can share and access operational data and information.

The National Compliance and Enforcement Information and Surveillance Systems Project will consider the extension of heavy vehicle monitoring, surveillance and intelligence capability across all partner agencies.


These initiatives will facilitate the collection, storage, use and access to information that will enhance the development and delivery of effective Compliance and Enforcement strategies, plans and activities nationally.

Application of emerging technologies in the heavy vehicle transport industry

The NHVR conducts continuous research and assessment on emerging technologies in the heavy vehicle transport industry to develop policies for their adoption and application. Innovative technologies such as electronic work diaries and advanced telematics systems have the potential to significantly improve the efficiency of regulation and enable industry to reform and improve business practices.

Chain of Responsibility and Industry education

A challenge facing the NHVR is the broadly differing capabilities, principles and interests of our partner agencies when pursuing Chain of Responsibility investigations. Delivery of consistent and effective operations, with national collaboration and cross-border capability, requires leadership, direction and structure to investigations and prosecutions that prompt changes toward a positive compliance culture in the transport industry.



The need for industry to fully comprehend their obligations and embrace a safety paradigm that recognises individual and collective roles in the chain can be strengthened by the provision of education, guidance and information to all parts of the supply chain. The NHVR is committed to supporting industry with accurate, high-quality information to enable the implementation of safety systems that address regulatory requirements.

NHVR's strategic approach

The NHVR has adopted a comprehensive planning methodology in order to set the strategic direction and develop the pathway through which a truly national heavy vehicle safety, regulatory and funding environment is measured and achieved.

In order to realise '*one regulator one rulebook*', the NHVR has determined four strategic goals:

1. Improved and measurable safety management and productivity capability across industry through consistent and effective regulation.
2. Autonomy and authority as the national regulator
3. Strong, harmonious and productive relationships with stakeholders
4. Increased organisational effectiveness, efficiency and agility

Planning assumptions

This Corporate Plan is based on the following assumptions regarding the NHVR's operating environment:

- The majority of the heavy vehicle industry will continue to act responsibly in fulfilling their safety responsibilities
- NHVR's functions under the legislative framework will remain fundamentally unchanged
- The NHVR's funding will be sufficient to deliver the key safety, efficiency and productivity priorities.
- The NHVR will continue to be supported by government and industry to achieve the objects of the HVNL.

Our strategic goals and objectives

GOAL 1	Improved and measurable safety management and productivity capability across industry through consistent and effective regulation
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The NHVR is committed to delivering a consistent system of heavy vehicle regulation in a fair and efficient manner that ensures improvements in safety and productivity outcomes for industry and the wider community.

Objective	Initiative
<p>1.1 Improve industry’s safety management capability and unlock productivity benefits</p>	<ul style="list-style-type: none"> • National Safety Strategy to drive a well-established, evidence-based safety focus for NHVR products and programs • Alignment of NHVR safety activities with other national road safety strategies • Develop a safety body of knowledge with commensurate capabilities that encompasses analysis, investigation and human factors • Establish and maintain a safety promotions, education and training capability that fosters and supports the adoption of a systems based approach to managing safety • Develop and foster the establishment of safety systems based on safety and just culture within the industry and associated regulators • Complete full transition of existing participants into new AFM scheme • Livestock and Rural Transporter’s Fatigue Management Scheme Managers Kit • National Fatigue Strategy that integrates with a national safety strategy • Future Accreditation framework • Complete the Roadworthiness project including the review of the National Heavy Vehicle Inspection Manual • Work with the NTC on the Written-off Vehicle Inspections project • Administration of the Load Restraint Guide following NTC review • Implementation of the Electronic Work Diaries project • Continue to deliver and streamline current services lines (NHVAS, Performance Based Standards, Vehicle Standards, Advanced Fatigue Management) • Continue to monitor emerging technologies, safety-related trends and risk factors nationally and internationally
<p>1.2 Continuous improvement towards a safer and more productive road network access</p>	<ul style="list-style-type: none"> • Ensure the harmonisation of transitional notices • Create and refine National Notices (where appropriate) to improve network access • Improve harmonisation of Local Productivity Initiatives • Undertake a targeted demand management program (including working with road managers to increase the number of pre-approved routes)

	<ul style="list-style-type: none"> • Develop a new comprehensive framework and system for access management permits that supports nationally consistent risk-based decision making • Work with stakeholders to develop nationally harmonised operational policies to ensure similar outcomes are applied to similar events • Continue to support and enhance products for road managers to make effective and timely decisions • Develop improved systems and processes, enabled through technology to facilitate a more streamlined access processing service
1.3	<p>Develop effective and cooperative compliance and enforcement methods to secure compliance with NHVR safety standards</p> <ul style="list-style-type: none"> • Develop a National Compliance and Enforcement Strategy that strengthens the strategic safety objectives • Develop a National Compliance and Enforcement Operating Framework • Develop a National Chain of Responsibility Operating Framework • Develop a National Chain of Responsibility Industry Education Program • Develop guidelines for Industry Codes of Practice • Continue to support our partner agencies and industry through the National Compliance and Enforcement Operational Support Initiative
1.4	<p>Enhance oversight and surveillance of the heavy vehicle industry</p> <ul style="list-style-type: none"> • More targeted and efficient risk-based enforcement through the use of National Compliance and Enforcement Information and Surveillance Systems • Undertake scheduled and risk-based audits of accredited operators in support of a surveillance framework • Develop National Compliance and Enforcement Data and Information Sharing Protocols • Develop a National Compliance and Enforcement Operations Calendar/Plan • Continue to enhance the skills and competencies of Authorised Officers
1.5	<p>Finalise implementation of the HVNL</p> <ul style="list-style-type: none"> • National Registration Scheme project • National Approval Vehicle Examiners Scheme

GOAL 2

Achieve autonomy and authority as the national regulator

The NHVR will continue to position itself to align to 'one regulator - one rulebook'. This will provide certainty and transparency to industry, jurisdictions and the community on the role of the NHVR.

Objective	Initiative
2.1 Develop a long-term funding strategy to provide a framework for financial stability for the NHVR	<ul style="list-style-type: none">• Cost Recovery Study Project• Next generation service agreements
2.2 Undertake maintenance and refinement of the HVNL to deliver better outcomes to industry	<ul style="list-style-type: none">• HVNL Maintenance Program• Participation in the NTC-led Executive Officer Liability Review• Participation in the NTC-led Chain of Responsibility Review
2.3 Position to be recognised as a primary source of leadership and advice for governments and industry stakeholders relating to heavy vehicle regulation	<ul style="list-style-type: none">• Best practice policy research and development• Strong contributions to Ministerial decision-making• Legislative and operational improvements in the HVNL• Implementation of recommendations from coronial inquiries

GOAL 3**Foster strong, harmonious and productive relationships with stakeholders**

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

Objective	Initiative
3.1 Foster 'shared ownership' relationship model with jurisdictional partners	<ul style="list-style-type: none"> • Providing accurate information and advice on key regulatory issues to the office of the Deputy Prime Minister/Minister for Infrastructure and Regional Development, and the relevant national Ministerial bodies in accordance with agreed timeframes • Engage with jurisdictions collaboratively through advisory group forums
3.2 Regular and close engagement with industry to encourage greater acceptance of its obligations to maintain high standards of safety	<ul style="list-style-type: none"> • Enhance education and awareness within industry through the use of multi-media frameworks • Improve guidance to industry across the Chain of Responsibility, on effective safety management methods, systems and performance • Provide enhanced guidelines to better support industry • Improve customer service standards • Implement formal consideration and documentation of stakeholder engagement as part of the NHVR's program and project management framework • Enhance relationships with industry through various forums and operational meetings including a strategic focus through an Industry Reference Forum and through sector specific operations groups covering oversize over mass, crane, agriculture and livestock and the bus industries, as required. • Strengthen relationships built with industry associations within the heavy vehicle road transport industry
3.3 Establish more effective, supportive and responsive relationships with local and state Road Managers	<ul style="list-style-type: none"> • Establish local government support program, working in partnership with each local government association and jurisdictional agencies • Development of improvement action plans by jurisdiction • Promote the positive work being undertaken by the NHVR and Councils to improve performance • Provide local councils with information that enables development of strategies that are based on resolving the issue in the interest of the community and industry • Work together to identify and implement solutions (educational improvements) that increase permit turnaround timeframes • Understand how each group can work together to achieve better outcomes for customers and communities
3.4 Build effective and constructive relationships with other entities with heavy vehicle regulatory responsibilities	<ul style="list-style-type: none"> • Continue to have regular engagement with the NTC, Austroads, TCA, ANZPAA, Comcare and ARRB and others, to achieve shared objectives for heavy vehicle reform

GOAL 4 Increase organisational effectiveness, efficiency and agility

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

Objectives	Initiatives
<p>4.1 Attract and retain appropriately skilled staff and optimise their capability and performance to meet NHVR obligations</p>	<ul style="list-style-type: none"> • Develop strategic workforce plan to better position the NHVR to attract and retain qualified, high-performing and engaged staff • Continue to develop capabilities in the areas of governance, management and leadership • Develop a comprehensive performance management scheme • Develop a workforce that understands NHVR obligations and accountability on a whole-of-organisation basis • Further enhance executive and management leadership skills to align with capability requirements
<p>4.2 Continuous improvement of the consistent and efficient delivery of operational activities, regulatory services and other support functions</p>	<ul style="list-style-type: none"> • Undertake formal reviews of prioritised key services of PBS and NHVAS, in particular, the mass management module, and fatigue exemptions. • Review the IT strategic direction and implement the IT strategy that rationalises the current applications portfolio, fosters greater data reuse and better underpins business processes • Increase automation in business processes in payroll and financial information systems • Develop a single customer service portal for application lodgement, status tracking and payment of regulatory services • Further streamline the permit process through introduction of a risk-based permit framework and automated route assessment tool • Further streamline the access permit application process • Review long-term viability of the NHVR's service lines
<p>4.3 Ensure clearly defined lines of accountability, responsibility and authority across the organisation</p>	<ul style="list-style-type: none"> • Review, refine and raise awareness of the Corporate Governance Framework • Embed corporate risk and business continuity management processes within daily business practices through awareness, promotion and education programs • Provide an accessible, transparent and rigorous complaint handling system • Develop and implement the NHVR investment management (decision making framework) and program management toolkit across the organisation.
<p>4.4 Enhancing knowledge and information management to further refine evidence-based, decision-making capability</p>	<ul style="list-style-type: none"> • Develop the National Data Strategy • Implement the organisation-wide recordkeeping program • Implement an organisational electronic document and records management system

Our Forward Work Program

2015-16 2016-17 2017-18

Regulatory and Legal			
HVNL Maintenance	✓	✓	✓
Legislative review and reform initiative	✓	✓	
Productivity and Safety			
AFM Transition program Transitioning existing and new AFM operators to the NHVL and associated business rules	✓		
Heavy Vehicle Roadworthiness Program Encompasses a review of standards, competencies and inspection criteria associated with improving heavy vehicle roadworthiness	✓	✓	✓
NHVAS Review Review of operators accreditation, standards auditing and procedures associated with accreditation	✓	✓	
Livestock and Rural Transporter's Fatigue Management Scheme template Development of templates and guides to facilitate the transition to the AFM system under the HVNL.	✓		
Review of the Mass Management Module within the NHVAS program Review of the Mass Management standards under the NHVAS			✓
Fatigue Strategy Review conducted in association with the NTC Fatigue Data project and NHVR Safety Strategy examining fatigue decision making and standards	✓		
Electronic Work Diaries implementation In association with TCA implement and maintain an effective and viable EWD framework and system of fatigue compliance monitoring	✓	✓	✓
Written-off Vehicle Inspections Project Develop systems and processes for tracking and preventing stolen vehicles and/ or defective parts from re-entering the industry			✓
Safety Strategy An integrated risk based framework of regulatory intervention including standards, accreditation, surveillance, safety promotion, education and training	✓	✓	
Regulatory Compliance			
National Compliance and Enforcement Strategy Developed by the NHVR in collaboration with partner agencies and Industry, the Strategy will establish the future direction for National Compliance and Enforcement to deliver consistent, effective and efficient heavy vehicle regulatory services nationally.	✓	✓	

National Compliance and Enforcement Information and Surveillance Systems Project Assess data, information systems and technology used in different jurisdictions for integration into a future national surveillance network for strategic and operational initiatives.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
National Compliance and Enforcement Operational Calendar/Plan Provide a national picture of Compliance and Enforcement activities to enable the development of coordinated and integrated national operational strategies and plans.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Industry Codes of Practice Provide guidance to Industry to achieve improved compliance and safety outcomes.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Strategy			
National Registration Scheme Project Conduct process and business requirement analysis to inform the development of National Registration Scheme. Including determining future costs and benefits from potential scheme design.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cost Recovery Study Project Assessing the efficiency and effectiveness of regulatory service undertaken by jurisdictional and the NHVR through service agreements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
National Heavy Vehicle Inspection Manual Review Updating for usability the current national heavy vehicle inspection manual to ensure usability under the HVNL	<input checked="" type="checkbox"/>		
Harmonisation of Transitional Notices Reducing permit costs and achieving true national consistency of conditions for vehicle classes operating in any jurisdiction	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Approved Vehicle Examiner Scheme Developing for the first time a national vehicle examiner scheme to improve consistency and efficiency in the vehicle standards and modifications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Access			
Remediation of the National Access Management framework Implementing a national access management business model for heavy vehicle permits that will not only meet stakeholder expectations, but also delivers national consistency, efficient processes and reduces regulatory burden	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Establish Local Government Support Program Working in partnership with each local government association and jurisdictional agencies to develop more streamlined decision making relating to access.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Our National Performance Measures

1

The NHVR does not unnecessarily impede the efficient operation of regulated entities

Standards

- 1.1 The NHVR demonstrates an understanding of the operating environment of the Heavy Vehicle industry and the current and emerging issues that affect the sector.
- 1.2 The NHVR takes actions to minimise the potential for unintended negative impacts of regulatory activities on the Heavy Vehicle industry or affected supplier industries and supply chains.
- 1.3 The NHVR implements continuous improvement strategies to reduce the costs of compliance for the Heavy Vehicle industry.

Performance Indicators / Evidence Base

Access Operations

- Access permit cases
- Access end-to-end processing duration by permit type (days)
- Access end-to-end process duration per month

[Note: Data should show performance at NHVR and delegated jurisdictional levels]

Client service outcomes

- Call Centre activity volumes and conformance to performance requirements
- Conformance by NHVR with performance standards for responsiveness to clients and adherence to service charter.

National Notices

- Number of and trends in National Notices implemented
- Number and effect of, and trends in, pre-approvals by participating road managers

2

Communication with the Heavy Vehicle industry is clear, targeted and effective

Standards

- 2.1 The NHVR provides guidance and information that is up to date, clear, accessible and concise through media appropriate to the Heavy Vehicle industry.
- 2.2 The NHVR considers the impact of its activities on the Heavy Vehicle industry and, as far as possible, engages with industry groups and representatives of the affected stakeholders before changing policies, practices or services standards.
- 2.3 The NHVR's decisions and advice are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions.

Performance Indicators / Evidence Base

Survey Results

High level of awareness and understanding of NHVR initiatives specifically relevant to stakeholder segment

Website

Number of website hits and reduction of negative feedback about the website

Social Media

Reach and engagement

Stakeholder liaison and engagement

Positive third party endorsement of NHVR and its key initiatives

3

Actions undertaken by the NHVR are proportionate to the regulatory risk being managed

Standards

- 3.1 The NHVR applies a risk-based, proportionate, consistent and fair approach to regulatory compliance and enforcement.
- 3.2 The NHVR's policies on compliance and enforcement are publicly available.
- 3.3 The NHVR's preferred approach to regulatory risk is regularly reassessed. Strategies, activities and enforcement actions are amended in a timely way to reflect changing priorities that result from new and evolving regulatory threats, without diminishing regulatory certainty or impact.
- 3.4 The NHVR recognises the compliance record of the regulated entities, including using earned autonomy where this is appropriate. All available and relevant data on compliance, including evidence of relevant external verification is considered.

Performance Indicators / Evidence Base

Performance Based Standards (PBS)

- PBS applications and approvals and trends.
- PBS approvals by vehicle type.

Accreditation

- NHVAS applications by jurisdiction and trends.
- NHVAS operators, accredited modules and nominated vehicles by jurisdiction

Vehicle standards

- Vehicle standards applications and permits issued and trends.

Risk Strategy

- Evidence of risk-based decision making.

4

Compliance and monitoring approaches are streamlined and co-ordinated

Standards

- 4.1 The NHVR's requests for information are targeted and only made when necessary to secure regulatory objectives, and in a way that seeks to avoid red tape.
- 4.2 The NHVR's frequency of information collection is carefully managed and, where possible, coordinated with similar processes, including those of other regulators so that, as far as possible, relevant information need only be requested once.
- 4.3 Where possible, the NHVR uses existing information to limit the reliance on requests from regulated entities and share the information among regulators, where possible.
- 4.4 The NHVR bases monitoring and inspection approaches on risk and, where possible, takes into account the circumstances and operational needs of the Heavy Vehicle industry.

Performance Indicators / Evidence Base

Compliance and enforcement activities

Number of proactive bulletins

Testing effectiveness through identification of trends

5

The NHVR is open and transparent in its dealings with regulated entities

Standards

- 5.1 The NHVR's risk-based frameworks are publicly available in formats which are clear, readily understandable and accessible.
- 5.2 The NHVR is open and responsive to requests from the Heavy Vehicle industry.
- 5.3 The NHVR's performance measurement results are published in a timely manner to demonstrate its accountability.

Performance Indicators / Evidence Base

Media

Consistent, appropriate and timely use of publicly available media.

Correspondence

Correspondence and other requests answered in accordance with service charter

6

The NHVR actively contributes to the continuous improvement of regulatory frameworks

Standards

- 6.1 The NHVR establishes cooperative and collaborative relationships with stakeholders to promote trust and improve the efficiency and effectiveness of the HVNL.
- 6.2 The NHVR engages stakeholders in the development of options to reduce compliance costs. This may include self-regulation, appropriate changes to the overarching regulatory framework or other strategies to improve monitoring and compliance approaches.
- 6.3 The NHVR shares feedback from stakeholders and performance information with relevant departments and agencies to improve the operation of the HVNL.

Performance Indicators / Evidence Base

TISOC and TIC attendance

Number of meetings attended by the CEO or delegate and outcomes in respect of any NHVR recommendations.

HVNL maintenance work and improvements to regulatory practices

Number of issues identified, discussed with interested parties and responded to.

Engagement and influence

Number of keynote and other expert presentations by NHVR staff

Conference and seminar attendance

Number, type and outcomes of attendances by NHVR staff

Proposed three year budget

	FY15-16 '000	FY16-17 '000	FY17-18 '000
Revenue			
Regulatory income	135,000	135,000 ¹	135,000 ¹
Accreditation fees for service (NHVAS)	2,015	2,015	2,015
Access fees for service	675	675	675
Total	137,690	137,690	137,690
Less:			
Expenditure			
Service agreement payments ²	93,792	93,792 ³	93,792 ³
Loan repayments to participating States and Territories	1,897	1,897	1,897
Project expenditure ⁴	10,496	10,496	10,496
Operating costs of the National Heavy Vehicle Regulator	31,505	31,505	31,505
Total	137,690	137,690	137,690
Net Surplus / (Deficiency)	0	0	0

¹ Future year regulatory income to be determined in November 2015 following the presentation of the Cost Recovery Study Project to the Transport and Infrastructure Council – therefore the NHVR has projected regulator income forward at 2015/16 levels.

² Compliance and enforcement activities are provided by participating jurisdictions under service agreements.

³ Current service agreements expire 1 July 2016 future service agreement expenditure will need to account for the results of the Cost Recovery Study Project – therefore the NHVR has projected Service Agreement expenditure forward at current levels.

⁴ Project expenditure relates to ministerially endorsed projects.

Heavy Vehicle National Law Act 2012 (Qld)

Extract from Chapter 12, Part 12.3, Division 2, section 695, Corporate Plans

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.

- (1) The corporate plan must –
 - (a) Outline the Regulator’s objectives for the 3 years 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 the 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 objective 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.
- (2) 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;
 - i. 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.
- (3) 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.



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