



# CORPORATE PLAN

2020 - 2023



Building a modern regulator

# FOREWORD

We are delighted to present the *NHVR Corporate Plan 2020-2023*, in accordance with the *Heavy Vehicle National Law Act 2012* (Qld).

The Plan outlines our key objectives and strategies over the next three years, focused on providing leadership to, and working collaboratively with, industry and partner agencies to drive sustainable improvements to safety, productivity and efficiency outcomes across the Australian heavy vehicle road transport sector.

The sector is rapidly evolving, with increased industry investment in technology and safety practices and a back-to-basics review of the Heavy Vehicle National Law reinforcing the need for a regulator that is innovative, customer focused and ready to meet the changing needs of the industry and freight task.

This customer-centric approach extends to working closely with state and territory regulatory partners to ensure the biggest benefits are delivered to the most people. In doing so, we will reinforce our position as a leader and trusted authority in pursuing improvements in heavy vehicle safety and productivity.

This approach allows the organisation to play an active and influential role in helping keep industry moving throughout periods of disruption on a local, state and national level.

The objectives outlined in the Plan are progressive, integrating existing and future initiatives to help deliver safer drivers, in safer vehicles, on suitable networks. They inform the NHVR Board's six strategic priorities for the next year:

1. Improved and measurable safety outcomes, targeting the greatest safety risks.
2. Greater and timely road network access certainty and increased productivity for the heavy vehicle industry.
3. An NHVR culture where employees feel supported and can depend on each other.
4. Successful transition of regulatory services to improve efficiency, effectiveness and consistency for heavy vehicle regulation.
5. Position the NHVR as the national leader and modern regulator.
6. Engage effectively and constructively with reform of the heavy vehicle regulatory framework.

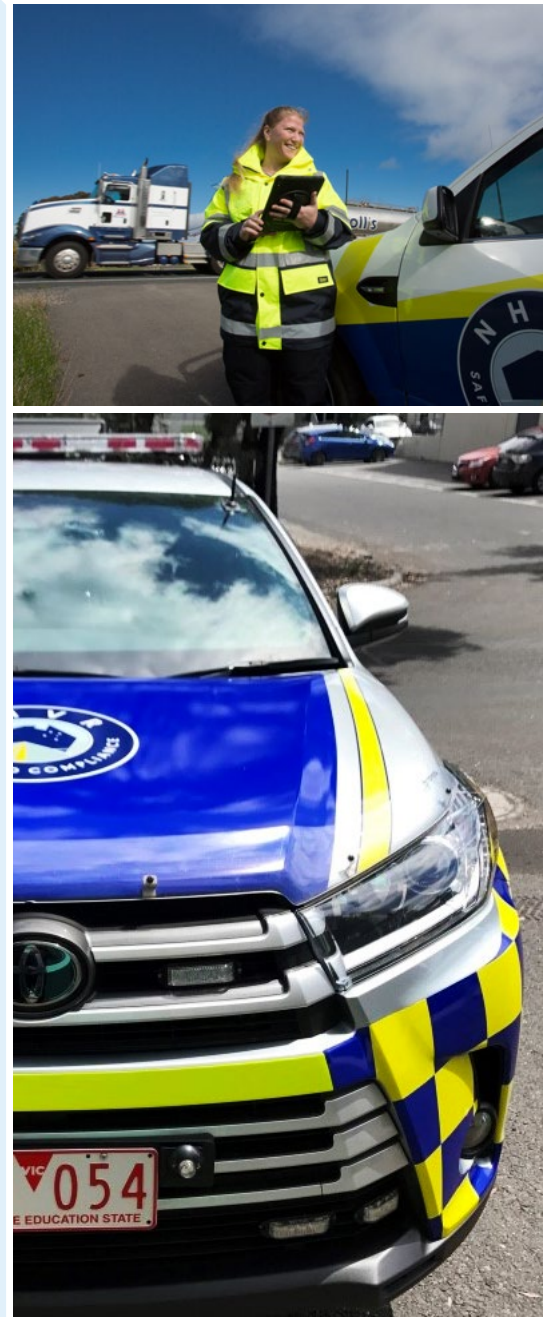
We are guided by the direction set by responsible Ministers which is that the primary consideration for all regulatory activity must lead to enhanced safety and productivity and efficiency outcomes for the heavy vehicle road transport sector. These outcomes include contributing to the reduction of road fatalities and helping facilitate a robust, sustainable heavy vehicle industry.

Our people play a vital role in delivering these outcomes, through service excellence and innovation in support of the Plan. By doing so, we maximise our chances of success.

The NHVR Board and Executive Leadership Team value the commitment and contribution of our staff and customers, and we look forward to working together to achieve this plan.



The Hon Duncan Gay | Sal Petrocitto  
Chair of the Board | Chief Executive Officer



## 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 Australian heavy vehicle road transport sector.

### 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, minimising regulatory burden while fostering greater safety and productivity.

### Our values



Customer first



Strong partnerships



People matter



We add value

## KEY OUTCOMES AND 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.

## Challenges and risks

We will appropriately manage our key strategic challenges and risks, which relate to:

- our ability to influence positive change within the regulatory framework
- maintaining regulatory oversight in a diverse and changing industry
- our ability to influence road managers to prioritise the road network's productive capacity
- positively influencing road managers to grant appropriate network access to higher-productivity vehicles that deliver safety and productivity improvements
- improving coordination and consistency when responding to the demands of the rapidly growing road freight task
- influencing the operating environment, including the Australian Design Rules and infrastructure planning, to enhance productivity.

## Opportunities

We will seek to leverage the following opportunities:

- creating a true, modern, single national heavy vehicle regulator

- making safety the number one priority for all involved in heavy vehicle road transport related activities
- creating consistent and effective safety outcomes through the national coordination of compliance, enforcement and assurance activities
- reducing the regulatory burden on industry to improve its efficiency and productivity
- strengthening relationships with police and other enforcement agencies engaged in heavy vehicle regulatory activities
- embracing innovative technology that will influence vehicle design, compliance and assurance models and tools, and vehicle-to-vehicle and vehicle-to-infrastructure safety
- continuously improving our organisational performance to deliver efficient and effective regulatory services for the heavy vehicle industry
- engaging with stakeholders to create effective partnerships that translate into consistency and transparency for industry
- developing as a progressive regulator that attracts, engages and retains capable, experienced, professional people.

## OUR BUDGET

	FY2020-21 (\$000)	FY2021-22 (\$000)	FY2022-23 (\$000)
<b>Revenue</b>			
Regulatory income <sup>1</sup>	156,399	161,091	165,924
Accreditation fees for service (NHVAS)	3,867	3,983	4,103
Access fees for service	4,088	4,210	4,336
Other revenue <sup>2</sup>	6,398	6,167	6,133
<b>Total</b>	<b>170,752</b>	<b>175,452</b>	<b>180,496</b>
Less:			
<b>Expenditure</b>			
Service agreement payments <sup>3</sup>	78,127	22,291	11,271
Operating costs and project expenditure	109,594	158,642	174,513
<b>Total</b>	<b>187,721</b>	<b>180,933</b>	<b>185,784</b>
<b>Net surplus/(deficit)</b>	<b>(16,969)</b>	<b>(5,481)</b>	<b>(5,288)</b>
<b>Commonwealth grants</b>			
Commonwealth grant revenue	9,464	-	-
Commonwealth grant expenditure	9,464	-	-
<b>Net</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> Regulatory income indexed in FY21-22 and FY22-23 to account for estimated fleet growth (historically 1%) and CPI (2%).

<sup>2</sup> Other revenue includes interest received, court fees, servicing fees, escort fees and written work diary sales.

<sup>3</sup> Service level agreement fees reduce in line with current planned service transitions to the NHVR.

## Key outcomes

## Key objectives

## Strategy



### SAFETY

Promote public **safety**.

Adopt a risk-based and intelligence-led approach targeting greatest safety risks.

Empower industry to better manage safety within their business.

Align and embrace national road safety agendas and initiatives, including new and emerging technologies.



### PRODUCTIVITY

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

Collaborate to identify and deliver key freight and supply chain agendas leading to the adoption of modern improvement initiatives.

Only require permits for high-risk movements with special conditions.

Build industry and road manager capability.



### SUSTAINABILITY

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

Reform the Performance Based Standards (PBS) scheme to increase the range of innovative and higher-productivity vehicles available.

Promote the uptake of vehicles fitted with safety and environmental technologies.

Increase access based on improved performance of vehicles rather than prescriptive requirements.



### REGULATORY CAPABILITY

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

Ensure a consistent and streamlined approach to the delivery of regulatory services.

Progress the National Service Transition Program against budget and schedule.

Influence key strategic positions regarding the heavy vehicle road transport task.

Provide improved digital products and services to the heavy vehicle industry.

Deliver the information systems and capability to support safety, compliance and enforcement activities.

Ensure NHVR employees are able to meet current and future capability needs.

**National Performance Measure:**

- Reduction in crashes, fatalities and injuries caused by heavy vehicles.

**Indicators:**

Increase compliance with safety requirements across the supply chain to reduce crashes, fatalities and injuries resulting from unsafe operations:

- compliance rate of different industry sectors
- rate of recidivist offending
- number of supply chain prosecutions.

baseline	2%↑	3%↑
baseline	5%↓	3%↓
baseline	5%↑	5%↑

Increase adoption of risk and safety management systems by industry:

- percentage of respondents to the NHVR's biennial industry safety survey who indicate they have a basic Safety Management System in their business
- number of operators accredited under Advanced Fatigue Management in the National Heavy Vehicle Accreditation Scheme (NHVAS).

baseline	-	5%↑
5%↑	10%↑	15%↑

**National Performance Measures:**

- Improved connections of key networks (origin to destination) for all heavy vehicles.
- Measurable reduction in regulatory burden for safe and productive network access.

**Indicators:**

Reduce regulatory burden by promoting pre-approvals and gazette notices to reduce permit requirements and increase heavy vehicle industry productivity:

- number of national notices issued
- number of new notices issued
- net kilometres covered by gazetted networks
- number of road manager pre-approvals
- NHVR's average turnaround times for permit approvals.

2%↑	5%↑	10%↑
2%↑	5%↑	10%↑
2%↑	5%↑	10%↑
2%↑	5%↑	10%↑
2%↓	5%↓	5%↓

**National Performance Measures:**

- Increase in safer, cleaner and more efficient vehicles and technologies in the national heavy vehicle fleet.
- Continued increase in network accessibility for safer, cleaner and more efficient vehicles.

**Indicators:**

Promote the adoption of safer, cleaner and more efficient heavy vehicles to minimise the number of heavy vehicle movements and reduce environmental and infrastructure impact:

- net increase in the number of PBS vehicles
- net increase in kilometres of gazetted PBS networks (Levels 1 and 2)
- net increase in number of road manager pre-approvals for PBS vehicles
- NHVR's average turnaround times for PBS permit approvals.

2%↑	5%↑	10%↑
2%↑	5%↑	10%↑
2%↑	5%↑	10%↑
2%↓	5%↓	10%↓

**National Performance Measures:**

- Transparent and consistent regulatory approach.
- Customer engagement with the NHVR is productive, simple and efficient.
- NHVR employees work in a safe and engaged environment.

**Indicators:**

Promote the use of productive, innovative and safe business practices within the NHVR to support the operation and growth of the heavy vehicle industry:

- customer satisfaction with the NHVR Portal
- customer satisfaction with the NHVR website.

baseline	10%↑	10%↑
baseline	10%↑	10%↑

Continuous improvement scores in the annual NHVR Employee Survey relating to:

- employee engagement
- workplace health and safety culture.

4%↑	2%↑	3%↑
5%↑	4%↑	3%↑



# NHVR KEY ACTION AREAS 2020 – 2021

## SAFETY



### Priorities

Deliver improved and measurable safety outcomes, targeting the greatest safety risks.

Position the NHVR as the national leader in heavy vehicle safety.

### Activities

- Promote road safety awareness initiatives about sharing the road with heavy vehicles.
- Deliver targeted on-road operations and intercepts focusing on high-risk safety behaviours and recidivist offending.
- Use a combination of education and enforcement methods to encourage compliance within the heavy vehicle industry.
- Undertake investigations and prosecutions of serious safety breaches across industry and the supply chain.
- Monitor industry safety capability, promote and educate industry safety in business practices, and develop guidance material that can be practically applied by industry in target sectors.
- Support industry to develop, promote and adopt codes of practice targeting sector-specific risks.
- Actively engage with industry to identify and share safety risks and methodologies for reducing them.
- Improve industry's accessibility to flexible fatigue management options, including implementing recommendations from the NHVR's Fatigue Monitoring Trial.
- Work with Main Roads Western Australia to formalise an agreement for mutual recognition between the NHVAS and the WA Heavy Vehicle Accreditation Scheme.
- Collaborate with other key national road safety groups and authorities to drive a consistent and effective road safety agenda for the heavy vehicle industry.
- Influence changes to the regulatory framework to recognise technology (including the HVNL and Standards).
- Consider the impact of emerging machine learning and artificial intelligence technology on the heavy vehicle industry.
- Complete rollout of the Regulatory Compliance Mobility Solution to all NHVR on-road officers.
- Conduct National Roadworthiness Survey.

## PRODUCTIVITY



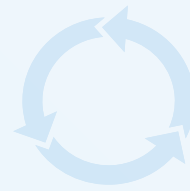
### Priorities

Provide greater and timely road network access certainty and increased productivity for the heavy vehicle industry.

### Activities

- Commence delivery of the *NHVR Heavy Vehicle Productivity Plan 2020-2025* and five-year action plan.
- Develop state, territory and national notices to reduce the need for permits.
- Continue to partner with road managers to increase gazetted and pre-approved networks.
- Collaborate with the Commonwealth Government and jurisdictions to implement Ministerial recommendations from the Review of Oversize and Overmass Access Arrangements Report (OSOM Review).
- Explore emerging technology and data-sharing strategies to improve access certainty for the industry.
- Deliver improved education and tools to better support local road managers.
- Start delivering the Strategic Local Government Asset Assessment Project to better understand the capacity and capability of infrastructure on key freight routes.





## SUSTAINABILITY



### Priorities

Promote the adoption of safer, cleaner and more efficient vehicles and environmental technologies.

### Activities

- Commence delivery of a modern approach to PBS (PBS 2.0) to encourage increased adoption of safer and more-productive vehicles.
- Complete the short-term review of the standards in the PBS scheme under the PBS marketplace review.
- Advocate for increased harmonisation of Australian vehicle standards to allow for the latest designs from origin markets.
- Provide incentives to industry for adopting safety and environmental technologies in their vehicles.
- Influence increased access for higher-productivity vehicles to reduce the number of individual truck movements on local roads.
- Conduct research into current and emerging areas, including sustainability issues related to heavy vehicles.

## REGULATORY CAPABILITY



### Priorities

Successfully transition regulatory services to improve efficiency, effectiveness and consistency for heavy vehicle regulation.

Build an NHVR culture where employees feel supported and can depend on each other.

Engage effectively and constructively with the reform of heavy vehicle regulatory framework.

### Activities

- Lead delivery of the National Regulatory Model, which will outline the strategic direction for regulatory services.
- Transition regulatory services from New South Wales to the NHVR.
- Continue work on the future transition of regulatory services from Queensland to the NHVR.
- Implement nationally consistent regulatory standards and practices (promoting a borderless operating model).
- Develop the PBS module in the NHVR Portal.
- Enhance the effectiveness of Route Planner and related spatial tools.
- Enhance the effectiveness of the NHVR website and implement personalised digital services based on customer requirements.
- Through the Safety and Compliance Regulatory Platform, pursue additional internal and external information-exchange capabilities.
- Provide strategic and coordinated input into the HVNL Review process, including supporting development of new legislation by NTC.
- Enhance NHVR performance through performance and development objectives, developing a coaching culture and learning and development programs.
- Promote a positive NHVR workplace health and safety culture through education.





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

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