

NATIONAL
HEAVY
VEHICLE
REGULATOR

STRATEGIC DIRECTIONS

2021



INTRODUCTION

Modern and responsive regulation to drive improved economic outcomes

The Australian economy is highly reliant on an efficient road transport sector and its associated supply chains, with high consumer expectations for the safe, timely and efficient delivery of goods and services.

As the national regulator for heavy vehicles in Australia, the NHVR is focused on delivering innovative, intelligence-led safety and productivity outcomes by building effective partnerships with industry, supply chain parties and government.

In *Strategic Directions 2016*, the NHVR outlined its initial 10-year vision to deliver modern and responsive regulation. This provided a foundation from which the organisation could pursue novel changes in the new national regulatory landscape.

With more than six years of learnings gained from delivering the Heavy Vehicle National Law (HVNL), the NHVR has undertaken a midlife review of this 10-year strategy, to ensure it continues to deliver heavy vehicle reform supported by the most effective organisational structure. This is critical to ensure the NHVR's strategic approach considers the benefits of technology advances, improved data capabilities and better industry safety practices.

Pursuing a consistent and innovative safety and productivity agenda

Importantly, the refresh of the strategy recognises the opportunity provided by the current HVNL review – to move away from a strong, prescriptive focus and create a principle-based, flexible, future-proofed law, enabling risk-based regulation to empower industry to innovate, and raise the heavy vehicle safety and productivity agenda to a new level.

Transforming the regulatory system to deliver truly borderless and consistent regulation for the country's heavy vehicle operators and drivers is also a key focus of the strategy. This includes improving compliance consistency by finalising the transition of regulatory services from participating states to the NHVR within the next three years.

Borderless operations are essential to the NHVR's risk-based regulation approach, which targets those operators and supply chains that put safety on our roads at high risk. It also aims to create positive behavioural change through innovative regulatory approaches for the majority of operators who want to do the right thing.

With productivity a key objective, the NHVR will continue to partner with state and local road managers who own road infrastructure to influence greater network access and certainty – particularly for

safer and more productive vehicles that are cleaner, efficient and essential for a sustainable national road transport task into the future.

Investing in our capabilities to deliver for the future

Investment in the NHVR's people is at the core of driving future heavy vehicle reform. It is essential that the organisation continues to create a positive culture that attracts and supports the right leadership and capability to deliver on its strategic objectives and customer expectations.

This involves continuing to proactively adapt to, and invest in, technology; sharing data with customers and stakeholders to continually find better ways of working; and lifting the benchmark for success in our industry and country.

Note: This refreshed strategy provides the NHVR's overarching vision, which feeds into the NHVR's Corporate Plans. These contain measurable performance indicators, as well as deliverables under targeted NHVR strategies – such as, the *Heavy Vehicle Productivity Plan*, *Heavy Vehicle Safety Strategy*, *Vehicle Safety and Environmental Technology Uptake Plan*, and *National Regulatory Model*.

OUR PURPOSE

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 result areas

We will work to achieve our vision and deliver our mission by implementing targeted actions in each of the following key result areas:



Safety – minimising harm to drivers and passengers, other road users and property associated with heavy vehicle incidents.



Productivity – maximising the economic value of heavy vehicle activity by facilitating better, more efficient ways for the participants in the heavy vehicle industry to undertake their activities.



Sustainability – minimising the adverse impacts of heavy vehicles on road infrastructure, the environment and the community.



Regulatory Capability – ensuring the regulatory activities the NHVR undertakes are proportionate, procedurally fair, evidence based and delivered in the most efficient and effective manner to achieve our vision and perform our role.



SAFETY

The Safety opportunity:

- The NHVR continues to mature into a modern regulatory leader that delivers a risk-based, intelligence-led regulatory approach to heavy vehicle safety.
- The increased acquisition of data and intelligence capability at the NHVR is enabling a greater understanding of the safety profile of the national heavy vehicle industry and supply chain.
- Significant learnings can be gained from the investment made by the industry and other parties in delivering improved safety practices.
- There is increasing recognition among policy makers of the importance of fitness for work (mental and physical health) and its role in reducing heavy vehicle crashes and serious injuries.
- Emerging technologies are delivering demonstrated safer system and life-saving road safety benefits.

The NHVR will work towards a future where:

- The regulatory framework encourages and empowers a positive and innovative safety culture focused on outcomes.
- The correct organisation or person is responsible for, and effectively manages, heavy vehicle safety risks.
- A national assurance framework is established that encourages investment in improved safety practices and recognises safe and compliant operators.
- Heavy vehicle compliance is consistent, data led and risk based, with a focus on regulatory action towards operators and supply chain parties who pose the greatest safety risk to road users.
- Government, industry and supply chain parties ensure physical, mental and acute health are key priorities in managing safety risks.

To achieve this the NHVR will:

- Collaborate and partner with industry, regulatory agencies and other key stakeholders to deliver consistent and effective safety strategies.
- Acquire, share and use relevant data among industry and regulatory partners to make informed safety and compliance decisions.
- Deliver an appropriate compliance response that includes education to ensure positive behavioural change.
- Focus on investigating primary duty offences and holding to account parties most responsible for the safety risk.
- Encourage broad industry uptake of safety management systems scalable to the size and complexity of a business.
- Facilitate the adoption of innovative technologies that deliver positive safety outcomes.



PRODUCTIVITY

The Productivity opportunity:

- The community acknowledges the increased importance of an efficient road freight task with local and national supply chains.
- An increased widespread recognition of the limitations of the traditional prescriptive approach to heavy vehicle network access and the need to move to an outcome-focused model.
- The community expects efficient delivery outcomes to meet the growing freight task (twice as fast as our population).
- Industry uptake of safer and more productive heavy vehicles continues to exceed projected growth targets.

The NHVR will work towards a future where:

- There is recognition and support of the role an efficient heavy vehicle industry plays in delivering benefits to businesses and local communities.
- A modern access regime focused on an open network access approach supports the industry through identified clear 'no go' zones.
- Local and national policy settings support the uptake of safer and more productive vehicles, removing their 'high risk' perception.
- Productive network access outcomes are a shared responsibility between road managers and industry, guided by a well-defined understanding of infrastructure condition and network demand.

To achieve this the NHVR will:

- Influence the creation of dedicated and meaningful 'as of right' national networks to support safer and more productive heavy vehicles.
- Support the delivery of a risk-based approach to access decisions that enables road managers to prioritise high-risk heavy vehicle movements.
- Deliver a single national spatial map that provides a unified overview of the national network and intelligent routing capabilities.
- Continue to work with local governments to assess and understand the condition of their infrastructure and support better informed access decisions.





SUSTAINABILITY

The Sustainability opportunity:

- Industry uptake of contemporary environmental technologies continues to increase.
- The health and condition of the national heavy vehicle fleet are baselined and continue to be monitored and addressed.
- There is further uptake of modern and efficient vehicles that are considerably younger than the national fleet.
- Focus is increased, encouraging diversity in the industry and ensuring truck driving is a viable option for young school leavers.

The NHVR will work towards a future where:

- There is a recognisable reduction in the average age of the national heavy vehicle fleet.
- A consistent approach to infrastructure is adopted, focusing on maximising the productive capacity of the road transport network.
- Incentivised approaches encourage increased uptake of environmental technologies across the national fleet.
- Mature Performance Based Standard vehicles are transitioned to the prescriptive fleet, enabling an increased focus on more innovative vehicle designs.
- All new heavy vehicles are fitted with new technologies (including those that exceed minimum requirements) as standard.

To achieve this the NHVR will:

- Advocate for the removal of regulatory barriers that limit adoption of emerging technologies in the domestic market.
- Pursue an envelope approach to access decisions based on the performance of a vehicle rather than its prescriptive dimensions.
- Produce increased purchasing guidance material for the heavy vehicle road transport industry to empower better-informed decisions.
- Collaborate with government agencies and industry to help promote the uptake of improved safety and environmental technologies.



REGULATORY CAPABILITY

The Regulatory Capability opportunity:

- The review of the Heavy Vehicle National Law should deliver a principle-based and outcome-focused regulatory approach.
- A single national regulator with borderless operations delivered through completion of the National Services Transition program.
- Establishment of national intelligence capabilities within the regulator is enabling effective and targeted regulatory decision-making.
- Increased adoption of technology among industry, government and the regulator is providing efficient service delivery outcomes.

The NHVR will work towards a future where:

- The regulator is considered a trusted and respected leader in modern heavy vehicle regulation.
- The regulator can facilitate real-time improvements and respond to customers in a transparent and flexible way.
- Industry experiences consistent application of regulatory approaches, regardless of their jurisdiction.
- Customers can interact with the NHVR and access regulatory services efficiently through customer-centric digital products.
- Open data sharing between industry, government and the regulator improves safety and productivity outcomes.

To achieve this the NHVR will:

- Continue to develop effective partnerships among industry, supply chain parties and governments.
- Finalise the transition of services from the remaining participating states to the regulator.
- Influence key strategic positions regarding the heavy vehicle road transport task.
- Work with industry to enhance the accessibility and usability of effective digital products and services.
- Pursue development of national performance standards for the use of technology and data that are technology neutral and effective.

ORGANISATIONAL CAPABILITY

The Organisational Capability opportunity:

- A geographically dispersed workforce that requires a positive national culture and identity.
- The transition of remaining states will blend strong work practices with emerging NHVR cultures and values.
- A changing economic, political, social and industry environment that requires modern and diverse leadership.
- Increased regulatory service delivery and organisational capacity providing improved career pathways.
- Investment in our staff to develop new and broader skills to meet an acceleration of digital and data changes.
- Changed employee expectations of work post COVID-19 with a focus on wellbeing and flexibility.

The NHVR will work towards a future where:

- Our culture is positive with a focus on people, strong leadership and teamwork resulting in a safe, fair and high-performing environment.
- Our leaders have the skills and maturity to lead effectively and our people can meet changing expectations.
- We proactively invest in our capabilities to deliver on our corporate objectives and customer expectations.
- The NHVR is an employer of choice where our employee value proposition attracts and retains staff from a diversity of backgrounds and thoughts.
- All elements of organisational capability align.

To achieve this the NHVR will:

- Provide tangible career progression opportunities and pathways for our staff.
- Learn and adopt best practice from our jurisdictional partners.
- Implement professional development and other improvement opportunities.
- Ensure our workforce plans reflect our strategic objectives and the needs of our customers into the future.
- Ensure our stakeholders' and customers' expectations are reflected in our service standards and achieved.



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