

# CORPORATE PLAN

2022 - 2025



## ABOUT THIS PLAN

The 2022–2025 Corporate Plan has been prepared in accordance with section 695 of the *Heavy Vehicle National Law* (HVNL) and reflects the strategic direction of the *NHVR Statement of Expectations 2022–2023*.

The plan:

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



### Our values



PEOPLE MATTER



CUSTOMER FIRST



STRONG PARTNERSHIPS



WE ADD VALUE

## OUR PURPOSE

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

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

### Our vision

A safe, efficient and productive heavy vehicle industry serving the needs of Australia.

### Our mission

Through leadership and influence, we administer a statutory national system that delivers consistent and streamlined regulatory services and administration to the Australian heavy vehicle road transport sector, fostering greater safety and productivity while minimising regulatory burden.

## Opportunities

We will leverage the following opportunities to enable us to deliver on the commitments we have made in this plan.

- Deliver a modern regulatory approach that empowers industry and the supply chain to embrace a positive safety culture.
- Continue advocacy through the HVNL Review for a simplified, easy-to-understand and harmonised law to better meet industry needs.
- Partner with regulatory, police and other enforcement agencies to deliver a consistent national approach to compliance activities.
- Acquire, share and use data to target the greatest safety risks and keep safe operators moving.
- Positively influence and support road managers to improve network access for safer and higher productivity vehicles.
- Break down barriers to deliver a safer national fleet and improve infrastructure planning, including rest stops.
- Embrace and encourage the adoption of innovative technology solutions that will deliver improved safety and productivity outcomes.
- Educate the broader community on the importance of shared responsibility for road safety.

- Continue to deliver a workplace culture that attracts, engages and retains capable, experienced and professional people.

## Challenges and risks

By implementing the strategies and achieving the deliverables detailed in this plan, we will manage our key strategic challenges and risks. These relate to:

- providing access certainty and consistency to achieve improved efficiency and productivity outcomes for industry
- implementing a risk-based, nationally consistent and less prescriptive regulatory environment
- effective harmonisation of NHVR and state and territory safety agendas
- further developing and applying valid and relevant datasets
- delivering a coordinated national approach to the use of technology and data
- effectively engaging with our geographically dispersed workforce
- limited understanding of infrastructure capacity to handle the increasing freight task
- empowering industry participants to deliver behavioural and organisational cultural change that leads to continuous improvement in safety.

## FOREWORD

During the past year, the heavy vehicle industry, regulators and governments worked tirelessly to develop new regulatory frameworks to keep Australia moving during the COVID-19 pandemic. In an environment of incessant change, there was one constant – the resilience and commitment of the heavy vehicle industry – of which everyone should feel extremely proud.

Yet, from adversity comes opportunity and, while the pandemic challenged us all, it also highlighted opportunities to deliver consistent policy and better, simpler regulation across state and territory borders.

This Corporate Plan builds on those opportunities and presents a roadmap for how we will make the road transport task safer and more efficient.

We're on our way to completing one of the biggest milestones in achieving harmonisation. At the beginning of this Corporate Plan period, we'll transition heavy vehicle regulatory services and staff to the NHVR from the New South Wales government. By the end of it, we'll have transitioned Queensland services and staff. For the first time, we'll have seamless, borderless regulatory operations right along the eastern seaboard.

We know the area where transition will deliver the greatest benefit for our industry is in ensuring more targeted, risk-based regulatory interactions. By using data-driven intelligence to target the biggest safety risks, we're honing our ability to identify non-compliant behaviours and drive down the rate of repeat offending. We're continually increasing the data we receive by employing the best on-road technologies and sharing data with other agencies.

However, we're also looking at ways to provide more data to industry operators and, in the year ahead, we'll be sharing companies' compliance information with them through the NHVR Portal. We'll also be delivering a program of proactive compliance to work with operators and other supply chain parties to address identified risks.

The NHVR is considered unique in that it's both a safety and productivity regulator. We believe the two go hand in hand. The safer a business, the more productive it is; the more productive a business, the more it can invest in safety.

To enable industry to adopt this greater safety focus, we're heavily focused on reducing the administrative burden associated with network access. To open up more productive routes, we're working with road managers to provide education and improve the tools they have to facilitate their decision-making.

The information we gain from the Strategic Local Government Asset Assessment Project (SLGAAP) – the \$20 million Federal Government funded initiative we're running to assess the state of infrastructure on local government roads – will feed into our National Spatial Program. This single, nationally consistent route-planning solution will enable industry and road managers to better plan journeys and manage access conditions and routes.

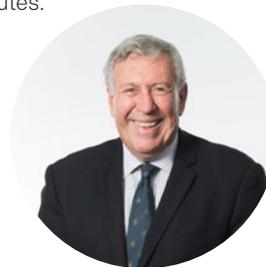
However, it's through changes to the law that we can deliver a real step change for the safety and productivity of the road transport sector. We look forward to working with the National Transport Commission and industry to deliver a modern,

agile, risk-based regulatory structure through the HVNL Review.

We know that the collaboration and input of others are essential for us to achieve our vision, and we value the good relationships we have with our customers, stakeholders and communities. The NHVR Board, Executive Leadership Team and staff look forward to working with you as we deliver the commitments we've made in this plan.

  
The Hon Duncan Gay  
Chair of the Board

  
Sal Petrocchio  
Chief Executive Officer



## OUR BUDGET

	FY2022-23 (\$'000)	FY2023-24 (\$'000)	FY2024-25 (\$'000)
<b>Revenue</b>			
Regulatory income <sup>1</sup>	165,924	170,902	176,029
Accreditation fees for service (NHVAS)	4,534	4,670	4,810
Access fees for service	5,277	5,435	5,598
Written Work Diaries	3,952	3,952	3,952
Heavy Vehicle Inspection Service	20,000	20,600	21,218
Commonwealth grant revenue <sup>2</sup>	9,560	4,000	-
Other revenue <sup>3</sup>	1,452	1,516	1,469
<b>Total</b>	<b>210,699</b>	<b>211,075</b>	<b>213,076</b>
Less:			
<b>Expenditure</b>			
Service agreement payments <sup>4</sup>	24,412	15,119	5,827
Operating costs <sup>5</sup>	169,670	183,580	197,689
Project costs <sup>6</sup>	33,652	16,000	7,140
Capital expenditure	6,373	3,000	2,000
<b>Total</b>	<b>234,107</b>	<b>217,699</b>	<b>212,656</b>
<b>Net surplus/(deficit)</b>	<b>(23,408)</b>	<b>(6,624)</b>	<b>420</b>

- 1 Regulatory income indexed in FY2023-24 and FY2024-25 to account for fleet growth and wage and cost increases
- 2 Commonwealth grants are for the SLGAAP and the Heavy Vehicle Safety Initiative.
- 3 Other revenue includes interest received, and court, servicing and escort fees.
- 4 Service level agreement fees reduce in line with current planned service transitions to the NHVR.
- 5 Operating costs increase with the transfer of services from jurisdictions.
- 6 Project costs include a mix of Ministerial projects, Commonwealth programs and NHVR-initiated work.

# NATIONAL PERFORMANCE MEASURES

## OBJECTIVES

## STRATEGIES



### SAFETY

Promote public safety.

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

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



### PRODUCTIVITY

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

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



### SUSTAINABILITY

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

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



### 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 services to customers.

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



NATIONAL PERFORMANCE MEASURES (STANDARDS AND INDICATORS)		2022-23	2023-24	2024-25
<b>NPM 1</b>	<b>Fatalities and serious injuries across the industry and its supply chain reduce through increased compliance with safety requirements and adoption of key Safe System principles.</b>			
	Rate of recidivist offending	3%↓	3%↓	3%↓
	Number of supply chain prosecutions	10%↑	10%↑	30%↑
	Number of improvement notices issued	20%↑	20%↑	40%↑
	Number of accredited operators in the National Heavy Vehicle Accreditation Scheme	5%↑	5%↑	5%↑ <sup>1</sup>
<b>NPM 2</b>	<b>Network connections for heavy vehicles improve, and the administrative burden on operators and road managers reduces due to fewer permit requirements.</b>			
	Number of national notices issued	8	8	8 <sup>2</sup>
	Number of new notices issued	36	38	20 <sup>3</sup>
	Number of road manager pre-approvals	12.5%↑	12.5%↑	12.5%↑
<b>NPM 3</b>	<b>The national heavy vehicle fleet is safer and more environmentally friendly.</b>			
	Number of Performance Based Standards (PBS) vehicles	5%↑	0%↑	0%↑
	Average age of vehicles in the national heavy vehicle fleet	3%↓	3%↓	2%↓
	Number of road manager pre-approvals for PBS networks	12.5%↑	12.5%↑	12.5%↑
<b>NPM 4</b>	<b>Customer engagement with the NHVR is productive, simple and efficient.</b>			
	Average turnaround times for permit approvals	5%↓	5%↓	5%↓
	Average turnaround times for PBS vehicle approvals	10%↓	10%↓	5%↓
	Customer satisfaction with the NHVR Portal	≥75%	≥75%	≥75%
	Customer satisfaction with the NHVR website	≥73%	≥75%	≥75%
<b>NPM 5</b>	<b>NHVR employees work in a safe, supportive and inclusive working environment.</b>			
	Employee engagement	≥75%	≥75%	≥75%
	Employee turnover	<10%	<10%	<10%
	Total Recordable Injury Frequency Rate	<7	<6.5	<6.5
	Lost Time Injury Frequency Rate	<9	<8	<8

1 Subject to outcomes of the HVNL Review.

2 Ibid.

3 Ibid.

## KEY DELIVERABLES 2022–2023

### SAFETY



- Undertake data sharing with police agencies to deliver a more consistent approach to on-road compliance.
- Implement a mix of mobile and fixed camera technologies, only where proven to have effective safety benefit.
- Continue to roll out a proactive compliance program to help address identified safety risks among operators and supply chain parties.
- Implement reforms from the Commonwealth Safer Heavy Freight Vehicle Reforms package to facilitate uptake of safer and more efficient vehicles.<sup>4</sup>
- Deliver the identified initiatives in the Heavy Vehicle Safety Strategy Action Plan 2022–2023.
- Deliver the next suite of Safety Management System guidance materials based on industry feedback.
- Undertake assurance checks of providers carrying out regulatory functions on behalf of the NHVR.
- Promote the uptake of safer and more flexible fatigue risk management options through the Fatigue Choices program.
- Develop and trial a national Fatigue Risk Management Standard, including recognition of technology.
- Develop, review and maintain regulatory advice for industry that supports understanding of, and compliance with, the HVNL and primary safety duty.
- Deliver, review and maintain sector-specific Industry Codes of Practice.
- Partner with state and territory transport departments to develop consistent educational material for light vehicle drivers about safely sharing the road with heavy vehicles.

### PRODUCTIVITY



- Deliver and maintain an industry and government supported access notices schedule, prioritised by safety and productivity benefits.<sup>5</sup>
- Automate route pre-approvals for road managers through the NHVR Portal to reduce turnaround times.
- Deliver an online Asset Rapid Assessment Tool in the NHVR Portal that allows road managers to undertake automatic bridge assessments to support access decisions.
- Through the federally funded SLGAAP, deliver the first centralised asset information database of local government infrastructure to inform planning and infrastructure investment and facilitate heavy vehicle access decision-making.
- Continue capacity assessments of local government assets on priority routes through the SLGAAP to optimise heavy vehicle access and connectivity across the network.
- Develop a classification of bridge families, enabling local government road managers to undertake multiple bridge assessments for 'like' bridge structures.
- Deliver the 2022–2023 actions from the *Heavy Vehicle Productivity Plan 2020–2025*.
- Deliver an online information hub for local government employees to provide advice and guidance in their road manager role.

<sup>4</sup> Deliverable from the NHVR's *Heavy Vehicle Safety and Environmental Technology Uptake Plan*.

<sup>5</sup> Key deliverable from the *Commonwealth Implementation Plan of the National Freight and Supply Chain Strategy* and National Action Plan and the *Heavy Vehicle Productivity Plan 2020–2025*.

## SUSTAINABILITY



- Promote the uptake of PBS vehicles by influencing the expansion of gazetted networks.
- Begin the phased delivery of PBS 2.0 to reform the PBS scheme by optimising productivity and safety benefits and reducing administrative complexity.
- Continue delivery of the outcomes of the PBS marketplace review.
- Progress work to remove mass barriers faced by advanced emissions vehicles.<sup>6</sup>
- Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, electric and hydrogen-powered heavy vehicles to improve productivity and safety.
- Support more sustainable local road access decisions by developing tools and improving information available to local government road managers through the SLGAAP.

## REGULATORY CAPABILITY



- Contribute to the development (and implementation as required) of policy reform proposals for the HVNL Review.
- Provide broader industry access to vehicle defect information through the NHVR Portal.
- Undertake a pilot to share additional compliance information with industry through the NHVR Portal.
- Deliver the NHVR National Spatial Program to provide a nationally consistent and dynamic route-planning platform for the heavy vehicle industry and road managers.
- Complete the transition of HVNL regulatory services from New South Wales to the NHVR, as well as Heavy Vehicle Inspection Scheme (HVIS) services.
- Deliver a program to transition Queensland regulatory services to the NHVR, including delivery of a Concept of Operations.
- Develop the risk-based heavy vehicle inspection policy framework endorsed by Ministers.
- Continue to mature in the delivery of intelligence-led and risk-based approaches to regulation, as outlined in the NHVR's National Regulatory Model.
- Provide information and education to industry through regular, targeted engagement.
- Continue to build a strong internal safety culture to support the NHVR's staff and the activities they undertake.
- Implement a candidate-focused recruitment process to attract and retain employees from a diversity of backgrounds and thoughts.

<sup>6</sup> Deliverable from the NHVR's *Heavy Vehicle Safety and Environmental Technology Uptake Plan*.

**NATIONAL HEAVY VEHICLE REGULATOR**

**[www.nhvr.gov.au](http://www.nhvr.gov.au)**

**E** [info@nhvr.gov.au](mailto:info@nhvr.gov.au)

**P** 13 NHVR (13 64 87)

PO Box 492, Fortitude Valley QLD 4006

