



CORPORATE PLAN

2024-2027



ABOUT THIS PLAN

The 2024–2027 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 2024–2025.

The plan:

- states our objectives for a three-year period and the strategies we will implement to meet them
- outlines the National Performance Measures (NPMs) for the 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 performance is measured against four HVNL key objectives¹:



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.



Safety and Compliance Officers (SCOs) Wendy Lewis and Kathleen Forth, and Michelle Clarke (front cover) in Launceston, Tasmania.

FOREWORD

This year marks 10 years since the National Heavy Vehicle Regulator (NHVR) commenced its journey in being the single national regulator administering the HVNL in Australia.

At just 10 years young, we're proud of our progress and positive influence on Australia's heavy vehicle industry so far.

During this time, we have built on the work of jurisdictions. We have collaborated with a diverse range of stakeholders to make genuine progress towards revolutionising Australia's heavy vehicle industry and road network, now administering the HVNL in participating jurisdictions in five states and one territory. Despite the extraordinary challenges we've witnessed, there have been many advancements and the sector continues to demonstrate an ongoing commitment to a safe, sustainable and productive future.

The NHVR has grown and matured alongside the nation's heavy vehicle industry and our evolution to become Australia's single national regulator is now complete with the final jurisdiction, Queensland, transitioning in April 2024.

This is a significant accomplishment for our organisation and the heavy vehicle industry, enabling the NHVR to deliver borderless and consistent regulation and enforcement in participating jurisdictions across the country, delivering the same compliance experience for industry, regardless of where we operate.

In this plan, we outline our strategic direction and updated reform agenda for Australia's heavy vehicle road transport sector until 2027.

We also introduce 6 new strategic enterprise level objectives (pictured on p 10) to the future direction of the NHVR. Each objective clearly supports our purpose and future vision of a safe, efficient, and productive heavy vehicle industry serving the needs of Australia. They also importantly align with our key objectives outlined under the HVNL - safety, productivity, sustainability and regulatory capability.

A review of existing National Performance Measures (NPMs) has resulted in the refreshing of our performance measures to better align to our strategic objectives and ultimately our vision. As approved by the NHVR Board, these new strategic objectives are supported by new workstreams, updated NPMs and indicators, as well as key business deliverables required to carry us forward.

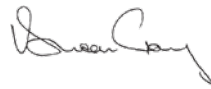
Embedding a culture of inclusivity, best practice and continuous improvement enhances our ability to deliver more proactive, effective and efficient regulatory interventions and outcomes. We proudly introduced the NHVR Reconciliation Action Plan (RAP) in 2023 in order to bring about practical actions that will drive our contribution to reconciliation, with the aim to enhance and build meaningful and beneficial relationships in partnership with Aboriginal and Torres Strait Islander peoples.

Our customer focused approach to service delivery continues to provide practical benefits for industry and all Australians. Through our journey of becoming a customer focused regulator we were proud to be named as the 2023 Customer Institute of Australia (CSIA) Customer Organisation of the Year (Government/not-for-profit). We'd like to take this opportunity to thank all stakeholders for your support in helping us drive an inclusive and customer focused organisation which together help us drive better safety and productivity outcomes for not just the heavy vehicle industry but the broader Australian community.

In the year ahead, we remain committed to improving safety and harnessing data led intelligence and new technology to drive productivity across Australia's heavy vehicle industry. Our new National Network Map and the NHVR Portal will continue to be enhanced and improved with new functionality and services coming online for customers.

All our activities underpin our overarching focus on reducing fatalities and serious injuries involving heavy vehicles.

Our customers and partners are an essential part of our journey to become a modern, national intelligence-led regulator. The NHVR Board, Executive Leadership Team and staff look forward to working with you to achieve this plan and build on the significant improvements achieved for all Australians in just one decade.



The Hon Duncan Gay AM
Chair of the Board



Sal Petrocitto OAM
Chief Executive Officer



OUR KEY ACTIVITIES

We are Australia's regulator for all heavy vehicles over 4.5 tonnes gross vehicle mass or aggregate trailer mass.

We are driving change for the benefit of all Australians to improve safety, productivity and sustainability in the use of heavy vehicles on Australia's roads.

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 heavy vehicle road transport sector and the Australian economy
- minimise the compliance burden, while ensuring the objectives 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.

OUR VALUES



PEOPLE MATTER



CUSTOMER FIRST



WE ADD VALUE



STRONG PARTNERSHIPS

OUR CORE SERVICES

We deliver a comprehensive range of services to the heavy vehicle industry and other stakeholders, and undertake a range of information, education and enforcement activities, under a consistent regulatory framework, including:

- on-road safety, compliance and enforcement
- provision of regulatory and safety information and guidance
- administering compliance with fatigue management requirements under the HVNL
- investigations and prosecutions relating to compliance with the HVNL
- National Driver Work Diaries under the HVNL

- National Heavy Vehicle Accreditation Scheme (NHVAS)
- Performance-Based Standards Scheme vehicle design and access approvals
- heavy vehicle road access permit application processing and national exemption notices
- heavy vehicle standards, modifications and exemptions.

Some state and territory road transport authorities and other government agencies deliver various frontline services on our behalf. These arrangements are formalised through service agreements and appropriate delegations.

INFORM, EDUCATE, ENFORCE

We are committed to a regulatory intervention strategy focused on three key areas:



Promoting safety for road users and the public.



Improving productivity and efficiency.



Ensuring everyone complies with the Law to keep people safe.

OUR ENVIRONMENT

The quality of the NHVR's capabilities and enabling functions influence how well we deliver on our purpose over the period of this Corporate Plan. The following environmental scan considers some of the key dimensions for the NHVR's future success, including information management, people and capabilities and new technology and innovation.

Our risk mitigation strategies allow the NHVR to identify, monitor and evaluate risks and the associated consequences of future business actions.

The NHVR has robust mechanisms in place for managing emerging risks from its internal and external environment. Consideration of natural disasters and other emergencies form part of the regular and ongoing management of our enterprise risk arrangements.

Our enterprise-wide risk management is supported by strong risk governance and oversight. Our ability to adapt and direct the capabilities and skills of staff to mitigate these risks is in line with our risk appetite.

CHALLENGES AND RISKS

We appropriately manage our key strategic challenges and risks to:

- provide access certainty and consistency for improved efficiency and productivity
- implement a nationally consistent, more effective and less prescriptive regulatory environment
- harmonise NHVR and state and territory safety agendas
- continue to enhance and apply valid and relevant datasets
- deliver national approach for technology and data use
- build knowledge of infrastructure capacity in response to increasing freight task
- empower industry to support behavioural and organisational change resulting in continuous safety improvement
- engage with geographically dispersed workforce
- ensure we have the right skills and capabilities to deliver for the future by investing in our people.

OPPORTUNITIES

We seek to leverage the following opportunities:

- deliver a modern regulatory approach that empowers industry to embrace a positive safety culture
- continue advocacy through the HVNL review for a simplified national law to better meet industry needs
- partner with regulatory, police and other enforcement agencies to deliver a fair, effective and consistent national approach to compliance activities
- acquire, share and use data to target the greatest safety risks
- deliver a safer national fleet and improve infrastructure planning
- adopt innovative technology solutions that will deliver improved safety and productivity outcomes
- educate all Australians on the importance of shared responsibility for road safety
- deliver a workplace culture that attracts, supports and retains capable, experienced and professional people.

OUR CUSTOMERS AND STAKEHOLDERS

The strength and quality of the NHVR's relationships with customers and stakeholders underpins our performance over the period of this Corporate Plan.

The NHVR is a customer service-driven organisation, with a goal to provide a consistent, accountable and transparent customer service experience. We put the customer at the centre of our customer experience vision.

As the customer you can expect us to:

- help you make informed decisions
- genuinely understand your needs
- make the industry better
- do what we say we are going to do.

Our Customer Service Charter and supporting policies and initiatives including Customer Experience journey mapping supports our commitment to upholding the highest standard of customer service excellence and provides information on how we will achieve this.

We take a proactive role in collaborating with other government agencies, industry groups, customers, staff and the public to support a safer, more effective, and more efficient Australian heavy vehicle industry, achieving better outcomes for all Australians.

Our broad stakeholder base includes:

- the heavy vehicle road transport industry and its supply chain
- industry associations
- state and territory transport authorities
- state, territory and Commonwealth governments
- local governments and local government associations
- non-government road managers
- police agencies
- current and prospective employees and contractors
- the community.

OUR PEOPLE

The NHVR's diverse, committed workforce of more than 900 employees is central to the delivery of our services. Our workforce operates across the ACT, New South Wales, Queensland, South Australia, Tasmania and Victoria, with 40% of all staff working in on-road roles.

We are building a resilient, agile and empowered workforce, equipped for the future with the capability to effectively operate during periods of change.

To empower and ensure our teams have the knowledge and skills necessary to meet industry needs, we encourage capability building, training and professional development.

We are committed to fostering a positive culture and healthy environment, focusing on people, strong leadership and teamwork resulting in a safer work environment and better performance outcomes.

We recognise and value diversity as our strength and we promote a culture of inclusion to enhance our work performance and the wellbeing of everyone.

Our Reconciliation Action Plan (RAP) provides a framework which furthers our inclusivity and contributes to national reconciliation, allowing our organisation to explore and deepen our connection with our First Nations communities by growing cultural awareness.

In order to attract and retain high-quality talent we are continuing to evolve our employee value offering and aim to become an employer of choice where we can attract and retain staff from a diversity of thoughts, approaches and outlooks.

NHVR KEY ACHIEVEMENTS

Since 2013, we've been driving change across Australia's heavy transport sector to create a safe, efficient and productive industry that continues to serve the changing needs of Australians. Here are some highlights from our journey so far.

2013	2014	2015	2016	2017	2018
<p>NHVR commences operations – Manages NHVAS & Performance Based Standards (PBS) scheme</p> <ul style="list-style-type: none"> 🗣️ PBS Review Panel Meeting organised by the NHVR ✓ 19,200 calls ✓ 166,000+ web visits 	<p>Full HVNL commences</p> <p>NHVR commences access & vehicle standards operations</p> <p>ACT, NSW, QLD, SA, TAS & VIC deliver some heavy vehicle regulatory access & permit services on behalf of NHVR</p> <p>NHVR commences issuing notices under its authority</p> <ul style="list-style-type: none"> 🗣️ Publishes Safety Alert ✓ 45,886 calls ✓ 354,000+ web visits 	<p>Establishes:</p> <ul style="list-style-type: none"> • Industry Reference Forum • Agricultural Industry Operator Group • Crane Industry Operator Group • Livestock & Rural Transporters Industry Operators Group • Oversize Overmass Industry Operator Group <ul style="list-style-type: none"> ✓ Return of all access permits from TAS ✓ 52,332 calls ✓ 550,000+ web visits 	<p>Publishes 65 notices, including:</p> <ul style="list-style-type: none"> • <i>National Class 2 PBS Level 1 & 2A Truck and Dog Trailer Notice</i> • <i>National Class 1 Special Purpose Vehicle Notice</i> • <i>Multi-State Class 1 Load Carrying Vehicles Dimension Exemption Notice</i> <p>Releases:</p> <ul style="list-style-type: none"> • National Heavy Vehicle Inspection Manual • NHVR Portal – Customer Module • National Roadworthiness Baseline Survey results • Heavy Vehicle Daily Safety Checklist Guide <p>Launches the Heavy Vehicle Safety Initiative (HVSI)</p> <ul style="list-style-type: none"> ✓ 55,027 calls ✓ 670,000+ web visits <ul style="list-style-type: none"> 🏆 PBS Scheme receives Special Commendation <i>Innovation in Freight Movements</i> Award from the Chartered Institute of Logistics and Transport (CILT) 	<p>Publishes an additional 19 notices</p> <p>Releases:</p> <ul style="list-style-type: none"> • Performance Based Standards Pre-advised Design Approvals • <i>Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)</i> • NHVR Portal – Road Manager Module • CoR Gap Assessment Tool • Common Heavy Freight Vehicle Configurations chart—NHVR's most popular document +620,000 downloads by 2024 <p>Launches National Safety Camera Network with five cameras in VIC</p> <p>Undertakes:</p> <ul style="list-style-type: none"> • 🗣️ of three cross-border, inter-agency on-road compliance operations targeting non-compliant operators • national Chain of Responsibility (CoR) education & awareness program <p>Transition of heavy vehicle services from SA to NHVR</p> <p>Return of all access permits from ACT</p> <p>Return of all access permits from SA</p> <p>Introduces the pre-advised Design Approval process to significantly reduce the processing times for applicable PBS vehicles</p> <ul style="list-style-type: none"> ✓ 53,038 calls ✓ 926,000+ web visits 	<p>Releases:</p> <ul style="list-style-type: none"> • Personal Use Fatigue Exemption • National Roller Brake Testing Procedure • Safety Management System guidance material • Electronic Work Diary Policy Framework & Standards • NHVR Portal – Registration Module • National Compliance & Enforcement Policy • National NHVR Registration Checker App <p>Establishes:</p> <ul style="list-style-type: none"> • Safety Industry Operator's Group • Accreditation Working Group with industry <ul style="list-style-type: none"> 🗣️ Launches the Heavy Vehicle Confidential Reporting Line (HVCRL) <p>Return of all access permits from VIC</p> <p>Transition of heavy vehicle services from TAS to NHVR</p> <p>Primary duty investigations commences & Investigations Unit established in QLD</p> <p>Amended CoR laws commences</p> <p>Master Code of Practice registered</p> <p>Return of intrastate Class 3 access permits from NSW</p> <p>Commences the national harmonisation program for the movement of agricultural equipment & the national access for B-doubles</p> <ul style="list-style-type: none"> ✓ 60,260 calls ✓ 1.4 mil+ web visits



SCOs in training at mobile site at Lake George, New South Wales.



2019	2020	2021	2022	2023
<p>Publishes:</p> <ul style="list-style-type: none"> • <i>National Class 2 B-double Notice</i> • <i>National Class 1 Agricultural Notice</i> (covering 80% of agricultural equipment) <p>Launches:</p> <ul style="list-style-type: none"> • Fatigue Monitoring Technology trial • Strategic Local Government Asset Assessment Project (SLGAAP) • NHVR Portal - Registration Services Module • <i>We Need Space to Keep You Safe</i> campaign <p>Standardised compliance across jurisdictions</p> <p>Investigators execute search warrants in Mildura, VIC in joint operation with Police from VIC, SA & NSW & VicRoads</p> <p>🏆 Receives Excellence in Safety Award from CILTA for a practical and exceptional commitment to excellence in safety</p> <p>🗣️ Hosts Investigations Conference ensuring consistency of HVNL investigations</p> <p>Transition of heavy vehicle services from the ACT to NHVR</p> <p>Transition of heavy vehicle services from VIC to NHVR</p> <p>Transitional arrangement expires & remaining instruments remade under the HVNL</p> <p>11 NSCN locations in VIC, QLD & ACT</p> <ul style="list-style-type: none"> ✓ 59,897 calls ✓ 1.7 mil+ web visits ✓ 1,432 HVCRL calls 	<p>Launches:</p> <ul style="list-style-type: none"> • SLGAAP – Phase 1 • Heavy Vehicle Productivity Plan 2020-2025 • Vehicle Safety & Environmental Technology Update Plan <p>Establishes:</p> <ul style="list-style-type: none"> • National Policy & Strategy Group • PBS internal computer modelling capability to assess vehicle combinations <p>↑ 81% in gazetted notices, increasing access on key freight routes</p> <p>PBS vehicles ↑ 21% to 25,585 & approved combinations ↑ 19%</p> <p>Publishes 23 notices for improved access</p> <ul style="list-style-type: none"> ✓ 26 regional operations with police & other regulatory agencies in the ACT, SA, TAS & VIC ✓ 3 primary duty charges laid, 6 warrants executed & three CoR prosecutions adjudicated as having a reasonable prospect of conviction <p>121 NCN sites across in ACT, SA, TAS & VIC</p> <ul style="list-style-type: none"> ✓ 59,689 calls ✓ 1.9 mil+ web visits ✓ 1,288 HVCRL calls 	<p>SLGAAP Phase 1 undertakes 294 asset assessments</p> <p>+12,000 PBS combinations now approved</p> <p>Publishes 29 new, updated or renewed access notices</p> <p>Launches:</p> <ul style="list-style-type: none"> • in-house call centre • Regulatory Compliance Mobility Solution • Critical Risk Safety Management System • 5 types of Electronic Work Diaries (EWDs) approved <p>Releases:</p> <ul style="list-style-type: none"> • Digital Operator Guide for notices • 9 Step Safety Management System Roadmap • Customer Experience Charter • Regulatory Advice – primary safety duty & CoR <p>Vehicle Standards permit volumes ↓ 95% since go live</p> <p>🗣️ Supervisory Intervention Order (SIO) issued, CoR conviction, Commercial Benefits Penalty Order & HVNL search warrant in TAS in joint forces with TAS Police</p> <p>Publishes 31 notices, including:</p> <ul style="list-style-type: none"> • <i>National Class 2 Performance Based Standards (Tier 1) Authorisation Notice 2021 (No.1)</i> • <i>National Class 2 Performance Based Standards (High Productivity) Authorisation Notice 2021 (No.1)</i> <p>15 charges relating to breaches of the primary duties & 2 Enforceable Undertakings (EUs) under the HVNL</p> <ul style="list-style-type: none"> ✓ 59,322 calls ✓ 2.2 mil+ web visits ✓ 1,198 HVCRL calls 	<p>Launches:</p> <ul style="list-style-type: none"> • Generic Tyre Approach for PBS vehicles • NHVR Heavy Vehicle Safety Strategy 2021-2025 • <i>Don't #uck With A Truck</i> safety campaign • Next Generation Route Planner <p>Transition of heavy vehicle services from NSW to NHVR</p> <p>🗣️ Industry sector Code of Practice</p> <ul style="list-style-type: none"> ✓ 8 types of EWDs approved 🗣️ Category 1 conviction <p>15 EUs & 15 charges relating to breaches of the primary duties under the HVNL</p> <p>🏆 Awarded 2022 <i>Service Champion Award – Customer Service Organisation of the Year</i> (Gov/NFP) at the Customer Service Institute of Australia (CSIA) Service Excellence Awards</p> <p>Adds ReciteMe translation services to web</p> <p>Publishes 48 notices</p> <ul style="list-style-type: none"> ✓ 55,000+ registered NHVR Portal users ✓ 14,500+ PBS-approved combinations operating ✓ 480+ employees ✓ 52,513 calls ✓ 2.3 mil+ web visits ✓ 1,692 HVCRL calls 	<p>Launches:</p> <ul style="list-style-type: none"> • Freight PASS tool • Pavement Impact Comparison Calculator • 🗣️ Reconciliation Action Plan • <i>We All Need Space</i> campaign • Generic tyre approach for PBS combinations • NHVR Portal – AFM Application Pack, Next Generation Route planner, PBS Design Approvals • National Network Map • Loading Guides suite <p>Establishes task forces for over height tunnel incidents & off-road party investigations</p> <p>SLGAAP – Phase 2 delivers 100+ asset assessments</p> <p>Continuation of transition of heavy vehicle services from QLD to NHVR</p> <p>13 EUs & 86 SIOs under the HVNL</p> <p>🏆 Awarded 2023 <i>Customer Service Organisation of the Year</i> (Gov/NFP) by CSIA</p> <ul style="list-style-type: none"> ✓ 50 police-led heavy vehicle safety compliance operations <p>Publishes 44 notices, including:</p> <ul style="list-style-type: none"> • <i>Multi-State Class 1 Load Carrying Vehicle Dimension Exemption Notice 2023 (No.2)</i> for specific vehicles up to 5.5m W, 35m L & 5m H • <i>Multi-State Class 1 Load Carrying Vehicle Mass Exemption Notice 2023 (No.1)</i> for specific vehicles up to 115t <ul style="list-style-type: none"> ✓ 800 employees ✓ 10 types of EWDs approved ✓ 60,676 calls ✓ 2.2 mil+ web visits ✓ 1,797 HVCRL calls

NEW STRATEGIC, ENTERPRISE LEVEL OBJECTIVES

Our review of NHVR performance reporting was driven by an intent to strengthen our agenda for reform for Australia’s heavy vehicle industry and continue the maturation of our organisational performance framework.

In response to this review, we introduce 6 new strategic enterprise level objectives (pictured below) as agreed by the NHVR Board and Executive Leadership Team to support the future direction of the NHVR until 2027.

A review of our existing National Performance Measures (NPMs) has also resulted in refreshed measures and indicators (see p 10) and a minor update to our key deliverables (see p 9) to better align to and support our new strategic objectives.

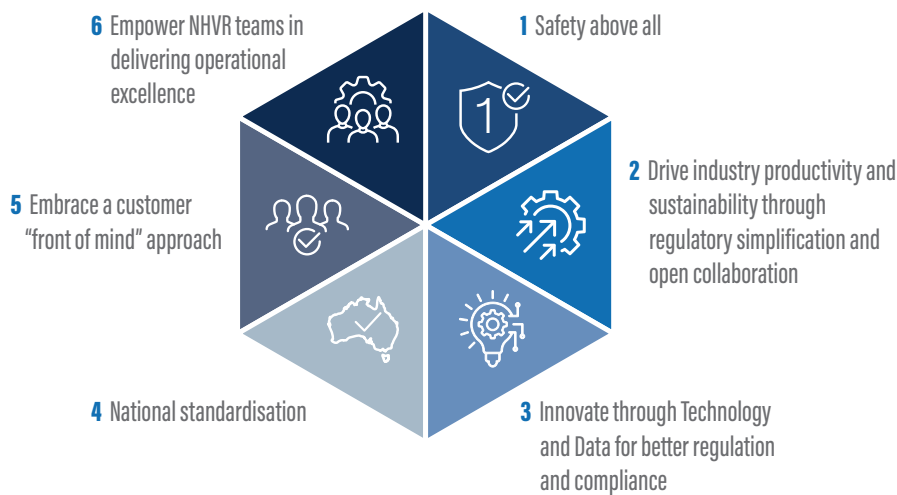
Our 6 enterprise level objectives show how we will achieve our purpose and work towards our vision. They provide a holistic approach in support of the NHVR’s key objectives outlined under the HVNL - safety, productivity, sustainability and regulatory capability.

New multi-divisional operational workstreams identify how we will achieve our new objectives and key business deliverables to carry us forward.

We will report results against each of the Corporate Plan performance measures, and the analysis of their contribution to the achievement of our purpose, in our *2024-25 Annual Report*.



Corporate Affairs Social Media and Communications Officer Georgie Saunders.



SCO Chris Shady in Launceston, Tasmania.

- 1 Prioritise safety as our core objective for the safety of our people and to reduce the heavy vehicle road toll and serious injuries.
- 2 Collaborate with industry stakeholders and jurisdictions, streamlining and optimising regulatory processes for greater efficiency and sustainability gains.
- 3 Utilise innovative technologies to enhance safety, compliance, and regulatory decision-making.
- 4 Deliver a national, borderless operation.
- 5 Prioritise customers' needs, including jurisdictions and the community, without compromising our independence.
- 6 Fostering a dynamic environment that consolidates, standardises, and enhances both front-office and back-office processes, whilst investing in our people's growth and well-being.

KEY DELIVERABLES 2024–2027

SAFETY

- Implement a national site catalogue to improve the Workplace Health and Safety for drivers and staff at intercept locations and facilitated cross border operations.
- Deliver targeted national operations to address identified risks including the National Roadworthiness Survey and operations evaluation reports.
- Continue Operator Intervention program to address identified risks across operators activities and other parties in the supply chain.
- Investigate allegations of serious and systemic offending and respond to serious safety risks.
- Increase rate of adoption of technologically or system-based safety and compliance solutions to mitigate identified safety risks.
- Influence upstream CoR duty holders to improve compliance and reduce the impact of unsafe practices.
- Implement system to measure improvements in safety performance following regulatory interventions.
- Improve the national operations of our roadside cameras to strengthen safety outcomes.
- Share data with police agencies and regulatory bodies to deliver a more consistent approach to on-road compliance.
- Undertake assurance checks for providers carrying out regulatory functions on behalf of the NVHR.
- Continue to deliver a prioritised program of industry advice that covers all regulatory areas, including Regulatory Advice and Loading Guides.
- Support industry to understand and comply with their safety duty obligations through the review of educational content, tools and the delivery of a corporate and executive engagement program.
- Partner with state and territory transport authorities to continue to develop and deliver campaigns educating light vehicle drivers about how to share the road safely with heavy vehicles.
- Continued adoption of Codes of Practice as a method to manage operational risk and ensure safety.

PRODUCTIVITY

- Develop a revised system and process for the regulation of data-initiated investigations (i.e. camera enforcement, telematics).
- Implement a network expansion program that grows the networks of roads available for access under statutory notices, prioritising those network improvements that will achieve the greatest reduction in permit volumes.
- Develop and deliver a prioritised access notice program supported by both industry and jurisdictions.²
- Develop and implement resources to support capability uplift of road managers for access decision-making, including via the implementation of the Vehicle Comparison Tool for Bridges, bridge families research, and risk guidelines for bridge assessments.
- Continue our program of bridge assessments to promote network enhancement and expansion.
- Develop and implement a renewed Heavy Vehicle Productivity Plan.
- Pursue an ambitious agenda for the reform of the PBS scheme.
- Fully integrate the PBS scheme into the NHVR Portal.
- Build, maintain and enhance on-line tools to promote the uptake of higher productivity vehicles.
- Identify the potential benefits of harmonising different jurisdictional arrangements for heavy vehicles (e.g. access decisions) to pursue a range of priority reforms.
- Develop and release a range of PBS templates linked to simplified access arrangements.
- Improve the national operations of our roadside cameras to strengthen safety outcomes.
- Develop and implement the Performance Module in the Operator Information in the Portal.
- Improve the capability of on-road officers to target off-road parties.

SUSTAINABILITY

- Support the Strategic Risk Project.
- Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, low and no-emission heavy vehicles to improve sustainability, productivity and safety.³
- Undertake a program to accelerate the uptake of PBS vehicles across the heavy vehicle fleet.





REGULATORY CAPABILITY

- Implement an asset management strategy including the harmonisation of on-road infrastructure assets.
- Implement and update a harmonised on-road training strategy to deliver a standard approach to on-road capability and HVNL obligations.
- Review and harmonise on-road policies and work procedures including the creation of the Disaster and Recovery Committee.
- Develop and implement the sharing of intercept outcomes through the NHVR Portal.
- Implement findings of an external audit of PBS assessor and certifier arrangements and processes.
- Implement a revised organisational structure to provide greater oversight of PBS-related functions.
- Build and maintain internal mechanical and structural engineering capacity.
- Create a positive culture, focusing on people, strong leadership and teamwork resulting in safe and high-performance outcomes.
- Become an employer of choice where we can attract and retain staff from a diversity of thoughts, approaches and outlooks.
- Improve leadership capability to ensure managers and directors have the skills and maturity to lead effectively, including during periods of change.
- Monitor and improve, as necessary, our Compliance and Enforcement Policy.
- Improve risk-based targeting of on-road intercepts.
- Implement the Regulatory Partners project.
- Improve efficiencies by automation of regular reporting.

² 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.

³ Deliverable from the NHVR's Heavy Vehicle Safety and Environmental Technology Uptake Plan.

NATIONAL PERFORMANCE MEASURES

OBJECTIVES	NATIONAL PERFORMANCE MEASURES (STANDARDS AND INDICATORS)	2024-25	2025-26	2026-27
SAFETY Promote public safety. 	NPM 1 Reduced road trauma where the heavy vehicle is at fault.			
	Number of hours of industry and community education:			
	a. Undertaken through on-road intercepts	Baseline		
	b. Undertaken through stakeholder engagements	Baseline		
	Number of risk identified duty holders whose safety practices has improved as a result of regulatory intervention	Baseline		
	Number of supply chain prosecutions and related actions	10%↑	10%↑	10%↑
PRODUCTIVITY Promote industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles. 	NPM 2 Improved end to end heavy vehicle network connections and reduced permit requirements.			
	Number of network kilometres under statutory notice	Baseline		
	Number of statutory pre-approvals in place	5%↑	5%↑	5%↑
	Percentage of freight moved by PBS vehicles relative to the road freight task	5%	5%↑	5%↑
SUSTAINABILITY Manage the impact of heavy vehicles on the environment, road infrastructure and public amenity. 	NPM 3 Sustainability of road infrastructure and the heavy vehicle fleet.			
	Gazetted networks for low and no emission heavy vehicles	Baseline		
	Fuel use required to perform same freight task with PBS vehicles compared to conventional equivalent	5%↓	5%↓	5%↓
	CO2 emitted to perform same freight task with PBS vehicles compared to conventional equivalent	5%↓	5%↓	5%↓
	Number of hours spent undertaking compliance and enforcement of heavy vehicles travelling on critical infrastructure	Baseline		
	Average age of heavy vehicles in national heavy vehicle fleet	2%↓	2%↓	2%↓
REGULATORY CAPABILITY Encourage and promote regulatory capability through productive, efficient, innovative and safe business practices. 	NPM 4 The NHVR effectively regulates the heavy vehicle industry.			
	Percentage of access permits completed within 14 days	≥80%	≥90%	≥90%
	Customer satisfaction with NHVR	≥75%	≥75%	≥75%
	Non-compliance rate of random intercepts versus the non-compliance rate of risk-based targeted intercepts	Baseline		
	NPM 5 NHVR employees work in a safe, supportive and inclusive working environment.			
	Employee engagement	≥75%	≥75%	≥75%
	Percentage of payroll invested in training and development activities	0.9%	1%	1.5%
	Total Recordable Injury Frequency Rate	<8%	<8%	<7%
	Percentage of completed (non overdue) corrective and safety audit actions	Baseline	90%	95%

OUR BUDGET

	2024-25 (\$000)	2025-26 (\$000)	2026-27 (\$000)
Operations			
Regulatory income ¹	194,582	202,365	208,436
Fee for service ²	50,000	51,500	53,045
Other revenue ³	6,980	3,968	3,569
Less:			
Operating costs ⁴	(240,942)	(251,165)	(257,889)
Service agreement payments ⁵	(6,306)	(6,495)	(6,690)
Net surplus/(deficit) from Operations	4,314	173	471
Project and Capital Investment⁶			
Project expenditure	(28,029)	(15,833)	(5,583)
Capital expenditure	(9,544)	(6,000)	(6,000)
Total Project and Capital Investment	(37,573)	(21,833)	(11,583)
Commonwealth Grants⁷			
Grant Income	9,557	8,803	4,000
Less: Expenditure	(12,153)	(8,730)	(8,318)
Net surplus/(deficit) from Commonwealth Grants⁸	(2,596)	73	(4,318)
Net surplus/(deficit)	(35,855)	(21,587)	(15,430)



Dual heavy vehicle inspection stations at Daroobalgie, New South Wales.

1 Regulatory income is inclusive of a 2.9% fee increase in FY2024-25 in line with NTC recommendation.

2 Fee for service includes access, accreditation, work diaries and inspections.

3 Other revenue includes interest earned and court fees.

4 Operating costs increase with the transfer of services from jurisdictions and takes into account expected inflation.

5 Service level agreement fees reflect various frontline services that continue to be delivered by state and territory transport authorities and other government agencies.

6 Project and capital investment is funded from accumulated surplus and cash reserves. Project expenditure reflects a mix of Ministerial and NHVR initiated work.

7 Commonwealth grants represent the Strategic Local Government Asset Assessment Project and the Heavy Vehicle Safety Initiatives.

8 Any net Commonwealth Grant surplus or deficit reflects a timing difference between recognition of the grant funding received and associated expenditure or grants paid out.

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