



Corporate Plan

2018-2021

About this Plan

The *NHVR Corporate Plan 2018–2021* (the Plan) presents the objectives of the National Heavy Vehicle Regulator (NHVR) for the three year period 2018-19 to 2020-21. The Plan is the principal planning and operational document outlining our purpose and the strategies to achieve our objectives.

The Plan will guide us in meeting the expectations of our customers and stakeholders, complying with our legislative obligations and delivering on the intent of the national heavy vehicle regulatory reform.

Legislative requirement

The Plan complies with Chapter 12.3, Division 2, section 695, Corporate Plans of the *Heavy Vehicle National Law Act 2012* (Qld) (HVNL). The relevant provision appears at the end of this document.



Foreword

We are pleased to present the *NHVR Corporate Plan 2018-2021* in accordance with the *Heavy Vehicle National Law Act 2012* (Qld).

The Plan outlines our objectives and reform priorities for the Australian heavy vehicle road transport sector over the next three years. It forms the basis for our operational planning activities and provides a framework for functional areas to build their work programs and to identify and manage risks.

The NHVR is strengthening its strategic and operational capability through strong collaboration from our jurisdictional partners and the Commonwealth and industry. This collaboration will better position the NHVR to deliver decisive national leadership through the development of data and information systems, and the transition of regulatory services functions from participating jurisdictions. From July 2018, we will have access to national heavy vehicle registration data for the first time and we will have eight regional offices across two states.

The strategies in the Plan are therefore focused on our future direction. This does not however detract from the importance of our ongoing regulatory services and activities, which are fundamental to our role.

Essentially, this document refreshes last year's plan as the current initiatives are integral to the objectives that have been in place for the past three years and align to our strategic documents, *Setting the Agenda - Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry 2016 - 2020* and *NHVR Strategic Directions 2016*.

We will continue our work with transferring regulatory functions through national services transition, returning current access permit delegations from jurisdictions and developing our information repository through the safety and compliance regulatory platform. We will need to reshape our business model and redefine our objectives, strategies and performance standards accordingly. We will revise our strategic documents to guide us as our responsibilities and activities increase.

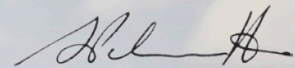
We are guided by the direction set by responsible Ministers, namely, the primary consideration for all regulatory activity is that it must lead to enhanced safety, productivity and efficiency outcomes for the heavy vehicle road transport sector.

All our people have a role in this to innovate and implement initiatives supporting the NHVR direction.

By implementing the Plan, we will maximise our opportunities for success. The NHVR Board and Executive Leadership Team value the commitment and contribution of our people, and we look forward to working together to achieve the Plan.



The Hon Bruce Baird AM
Chair of the Board



Sal Petrocchio
Chief Executive Officer



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 whilst fostering greater safety and productivity.

Our values

Our values guide and inform the internal culture and external business conduct of the NHVR.

People matter	Seek to understand Be respectful Set high standards Listen to others Do what we say we will
Customer first	Understand our customers Dynamic and responsive Service delivery excellence Accuracy in everything Act professionally
We add value	From start to finish Do work that matters Challenge ourselves Innovative ideas and solutions
Strong partnerships	Build relationships Proactive approaches Work collaboratively Set direction together



About the NHVR

Who we are

As Australia's dedicated, independent statutory regulator for all vehicles over 4.5 tonnes gross vehicle mass, the NHVR provides leadership and drives sustainable improvements to safety, productivity and efficiency outcomes across the heavy vehicle transport sector and the Australian economy.

The establishment of the NHVR was agreed upon under an intergovernmental agreement between all Australian governments. Our role and powers are set out in the *Heavy Vehicle National Law Act 2012* (Qld), which has so far been given effect in the Australian Capital Territory, New South Wales, Queensland, South Australia, Tasmania and Victoria, replacing six different sets of heavy vehicle legislation with one. We continue to engage with government and industry in Western Australia and the Northern Territory with a view towards achieving a single national standard.

We formally opened for business on 21 January 2013, initially undertaking an agreed range of responsibilities. These included managing accreditation under the National Heavy Vehicle Accreditation Scheme (NHVAS) and administering the Performance Based Standards (PBS) scheme.

The national law commenced one year later on 10 February 2014, although some regulatory functions are subject to the proclamation of the relevant parts of the HVNL.

The NHVR is governed by the NHVR Board and has more than 260 staff in two states, working across six functional units on a range of heavy vehicle policy and operational services as well as a number of nationally significant projects.

We report to responsible Ministers through the Transport and Infrastructure Council (Council). The Council comprises the ministers for roads, transport, planning and infrastructure in each jurisdiction and the Commonwealth, and is chaired by the federal Minister for Infrastructure and Transport, the Hon Michael McCormack MP.

Our role

Our purpose and functions as a regulator are established by the HVNL and our activities are guided by our statutory mandate. Accordingly, we seek to ensure public safety, to manage the impact of heavy vehicles on the environment, road infrastructure and public amenity, and to encourage innovation, productivity and safety. To do this, we work in partnership with our state and territory counterparts, local governments, other agencies and industry bodies.

Our achievements

A snapshot of our 2017-18 achievements include:

- Progressing the National Services Transition Blueprint.
- Developing next generation service level agreements with participating jurisdictions.
- Developing the NHVR Services Catalogue.
- Delivering the Network Access Portal.
- Progressing the National Harmonisation Program involving national notices.
- Developing the Electronic Work Diary Policy and standards.
- Facilitating industry and joint jurisdictional forums.
- Providing input into national inquiries and reviews relating to heavy vehicle related matters.
- Delivering the first operational phase of the Registration Platform.
- Continuing to build the Safety and Compliance Regulatory Platform incorporating the National Compliance Information System and National Safety Camera Network.
- Developing minor regulatory amendments to address inconsistencies and enhance our operational capability.
- Establishing the NHVR Safety Committee.
- Commenced delivery of NHVR on-road safety and compliance operations in South Australia.
- Delivery of over 100 industry information sessions on Chain of Responsibility requirements.

Strategies and performance

A strategic approach

Integrated planning and reporting is a key feature of our performance management framework. The Plan is directly aligned to our 10 year vision articulated in *NHVR Strategic Directions 2016* and five year core strategies outlined in *Setting the Agenda - Strategies for a Safer, Productive and more Compliant Heavy Vehicle Industry 2016-2020*. Our forward work program and annual business plans are based on the Plan.

Objectives and performance measures detailed in the Plan are monitored and results reported quarterly to the NHVR Board, and reported externally through the Annual Report, provided to responsible Ministers each September.

Our Key Result Areas

We report against three Key Result Areas in this Plan, using performance measures aligned with the requirements of the Australian Government's *Regulator Performance Framework*.

The Key Result Areas are:

Safety - Improving public safety by fostering a strong safety culture and safe business practices by the heavy vehicle industry.

Productivity and Sustainability - Promoting industry productivity that also sustains the environment, road infrastructure and public amenity through efficient and innovative business practices.

Regulatory Capability - Continuous improvement of our organisational performance to deliver efficient and effective regulatory services for the heavy vehicle industry.



Planning assumptions

The Plan assumes:

- The majority of participants in the heavy vehicle industry will continue to act responsibly in fulfilling their safety responsibilities.
- Our functions under the legislative framework will not change materially during the operation of the Plan.
- Our funding will be sufficient to deliver the key safety, efficiency and productivity priorities.
- We will continue to engage constructively with, and be supported by, government at all levels, other agencies and industry to achieve the objects of the HVNL.



Key Result Area 1: Safety

Improve public safety by fostering a strong safety culture and safe business practices by the heavy vehicle industry.

Challenges and opportunities

- Reducing serious injuries, fatalities, property and infrastructure damage and emissions involving heavy vehicles.
- Inconsistent and less effective safety outcomes currently occur against the background of uncoordinated national compliance, enforcement and assurance.
- Making safety the number one priority for all involved in road transport related activities.

2018-19 outcomes

- Delivery of Safety Management System education and guidance materials to industry.
- Confidential reporting system established.
- Safety data analysis function established.

- Safety Risk Management Framework established.
- Finalisation of the NHVAS review including revised business rules and standards.
- Safety Incident Investigation Framework established.
- Establishment of eight additional camera sites nationally.
- Industry Safety Management Survey report completed.
- Development of plan for the management and clearance of defects.
- National Service Providers Accreditation legislative framework established.
- Chain of Responsibility and Primary Duties awareness and education program completed.
- A data warehousing and business intelligence solution supporting the heavy vehicle incident investigations analysis capability established.
- Acquisition of national registration and compliance data sets to support continuous improvement, risk and evidence based decision making.
- Establishment of an information sharing service back to regulatory agencies and police forces.



Strategies and performance

Objectives <i>What we want to achieve</i>	Delivery strategies <i>How we will achieve them</i>	Performance measures <i>What we will measure</i>	Annual indicators <i>What we aim to achieve</i>
1. Risk-based safety standards for the heavy vehicle industry.	<ul style="list-style-type: none"> • Regulatory Safety Program • NHVAS • National service providers accreditation • Chain of Responsibility program • Electronic Work Diary program • Fatigue management program • Vehicle Standards program • Industry Codes of Practice program 	All safety standards and assurance activities are underpinned by sound risk and data profiling to ensure approaches are effectively targeted and proportionate to the risk to public safety.	<ul style="list-style-type: none"> • 100% of safety assurance activities are documented in control documents with risk assessments. • Safety metrics developed, monitored and analysed by the NHVR Safety Committee.
2. Assurance activities are consistent and effective.	<ul style="list-style-type: none"> • National regulatory service delivery operations • Intelligence management, investigations and prosecutions management • National Compliance Information System program 	A nationally consistent and streamlined approach to interventions and investigations incorporating national standards and methodologies has been developed and implemented.	<ul style="list-style-type: none"> • National assurance activities are defined and documented based on 'best of breed' jurisdictional processes. • Transitioned assurance activities are aligned to a nationally consistent approach. • A secure national compliance and assurance data and information sharing framework developed. • Second stage of the Safety and Compliance Regulatory Platform completed.
3. Adoption of a strong safety culture by the heavy vehicle industry.	<ul style="list-style-type: none"> • Chain of Responsibility/ Safety Management System education programs • Heavy Vehicle Safety Initiative program • Industry Safety awareness campaigns 	Targeted information in relation to safety management systems and standards contribute to a stronger safety culture in the heavy vehicle industry.	<ul style="list-style-type: none"> • Establishment of a baseline of the way industry currently manage safety. • Number of safety educational activities and artefacts developed and released to industry. • Positive feedback on safety educational activities and artefacts.

Key Result Area 2: Productivity and Sustainability

Promote industry productivity that also sustains the environment, road infrastructure and public amenity through efficient and innovative business practices.

Challenges and opportunities

- Relevant laws and regulations are not applied consistently across jurisdictions and have been slow to respond to new circumstances, thereby frustrating innovation.
- Addressing perceptions of an uncompetitive and inequitable operating environment (a lack of a level regulatory playing field).
- Improving coordination and consistency in responding to the demands of the rapidly growing road freight task.
- Influencing the operating environment, including Australian Design Rules and infrastructure planning to enhance productivity.

- Heavy vehicle environmental performance has improved¹, but as road freight continues to grow, more environmental improvements will be needed.
- Network access is impeded by inadequate and ageing infrastructure.
- Road managers continue to prioritise asset preservation over the network's productive capacity.
- Higher productivity vehicles that deliver safety and productivity improvements are not granted appropriate network access.
- Embracing innovative technology that will influence vehicle design, compliance and assurance models and tools, vehicle-to-vehicle and vehicle-to-infrastructure safety.

2018–19 outcomes

- Establishment of the electronic work diaries service delivery function to industry as a voluntary alternative to the written work diary.
- Implementation of a national approach to the management and clearance of defect notices.
- Improvement and consistency in road manager decisions through trends identified through the Road Manager module of the NHVR Portal.

¹ Department of Infrastructure and Regional Development 2012, Review of Emission Standards (Euro VI) for Heavy Vehicles Discussion Paper, Canberra, ACT



Strategies and performance

Objectives <i>What we want to achieve</i>	Delivery strategies <i>How we will achieve them</i>	Performance measures <i>What we will measure</i>	Annual indicators <i>What we aim to achieve</i>
1. Heavy vehicle access to the national road network is efficient, consistent, sustainable and optimises network performance.	<ul style="list-style-type: none"> National Harmonisation program 	Increased proportion of network accessible by restricted access vehicles (including higher productivity vehicles), by pre-approvals and gazettals.	<ul style="list-style-type: none"> 40% increase in pre-approvals annually. 20% increase in updates of gazetted networks annually. 10% national reduction in heavy vehicle permits annually (by NHVR and jurisdictions under delegation). Critical network impediments for network areas are identified and progressively eliminated.
2. Heavy vehicle access decisions are timely, transparent, fairly considered and are applied consistently.	<ul style="list-style-type: none"> Network Access Permit Management program Road Manager support program Local Government MOUs Access Portal enhancement project Return of Access Permit Delegations program 	Valid access permit applications received are processed and road manager consent is sought in a timely and customer centric manner.	<ul style="list-style-type: none"> 90% of road manager consent requests are progressed within one business day. 100% of road managers are followed up about their consents within seven days.
3. The development and adoption of innovative technology and research that delivers productivity benefits to industry in a way that minimises the impact to the environment, infrastructure and public amenity.	<ul style="list-style-type: none"> PBS scheme Electronic Work Diary program 	Increased number of innovative vehicles in the national fleet.	<ul style="list-style-type: none"> 10% increase of PBS combinations approved by the NHVR. Commence Electronic Work Diary program operations.

Key Result Area 3: Regulatory capability

Continuous improvement of our organisational performance to deliver efficient and effective regulatory services for the heavy vehicle industry.

Challenges and opportunities

- Creating a truly national heavy vehicle regulator across the country.
- A complex operational and regulatory environment has existed which has resulted in a lack of harmonisation.
- A complex legislative framework that can be difficult to administer and implement.
- National heavy vehicle data are fragmented, incomplete and difficult to access, limiting effective and responsive decision-making by the NHVR.

- Engaging with stakeholders to create effective partnerships which translates into consistency and transparency for industry.
- Continuing to develop as a progressive regulator that attracts and retains capable, experienced and professional people.

2018-19 outcomes

- Improved and targeted stakeholder communication informed by a channel management strategy.
- Continue development of the Safety and Compliance Regulatory Platform.
- Develop a robust information management capability to build and maintain trust in NHVR's ability to securely capture, manage and use data.
- Deliver insights and intelligence as an information service back to stakeholders and partners by enriching acquired data sets and internal information stores.
- Commence delivery of NHVR regulatory compliance services, including on-road safety and compliance operations in Tasmania.



Strategies and performance

Objectives <i>What we want to achieve</i>	Delivery strategies <i>How we will achieve them</i>	Performance measures <i>What we will measure</i>	Annual indicators <i>What we aim to achieve</i>
1. Recognised as Australia's primary authority body for all critical heavy vehicle reform priorities and deliverer of nationally consistent and streamlined services.	<ul style="list-style-type: none"> National Services Transition Program Service Agreement Management Cost Recovery Study Project Legislative Amendment work program 	Reduced regulatory burden and cost to industry through the delivery of nationally consistent and streamlined services.	<ul style="list-style-type: none"> Progression of the National Services Transition Project against budget and schedule. Benchmarking and costing services through the continuation of the Cost Recovery Study Project and the establishment of a service level agreement reporting framework.
2. Strong governance and systems meet user needs and supports effective decision making.	Safety and Compliance Regulatory Platform program	<p>The NHVR's regulatory frameworks are publicly available in a format which is clear, understandable and accessible.</p> <p>The NHVR regularly reviews its regulatory and support processes to ensure the effectiveness of the regulatory framework achieving outcomes.</p>	<ul style="list-style-type: none"> 100% of all regulatory services are documented and made available via all user channels. 100% of audit recommendations are implemented. 100% of all NHVR processes are captured in the process control framework and are reviewed annually. Annual review undertaken of organisational performance against strategy.
3. Strong stakeholder and partner relationships facilitate achievement of improved regulatory outcomes.	<ul style="list-style-type: none"> Communications management work program Industry stakeholder management work program Industry training program Intergovernmental (transport, road authorities and policing agencies) stakeholder management work program 	<p>Stakeholders are able to meaningfully contribute to regulatory outcomes through open consultation and communication channels.</p> <p>The NHVR is open and responsive to requests and feedback on its regulatory activities, approaches and services.</p>	<ul style="list-style-type: none"> 80% industry respondents to customer survey report above average satisfaction. Feedback mechanisms are 100% operational. 100% of formal actions arising from stakeholder forums are implemented. Advice and guidance is widely available to stakeholders, with feedback mechanisms in place to support and inform continuous improvement. Accessible and responsive customer service charter and complaints management process, which is publicly reported. 80% industry respondents to customer survey report above average satisfaction. 100% of received customer feedback complaints are analysed for trends and business improvement opportunities.
4. A safe working environment and high performing, collaborative culture to effectively deliver heavy vehicle regulation.	<ul style="list-style-type: none"> National Service Transition Project Jurisdictional service level agreements Workforce development program Workplace Health and Safety (WHS) and Wellness work program Employee recognition program 	Effective service delivery through alignment of capability against the future demands of delivering national regulatory services.	<ul style="list-style-type: none"> Execution of Service Level Agreement reporting framework. Progression of National Service Transition Project against budget and schedule.

National Performance Measures

We will measure our performance in the achievement of our objectives through the NHVR's National Performance Measures. The performance indicators have been developed using the Australian Government's *Regulator Performance Framework* as its basis. For this Plan, performance standards have been refined to ensure alignment to the relevant key result area, they are outcome focused and have annual targets allocated against each of standard.

National Performance Measure	Key Result Area	Performance Standard	Annual Indicator
1. The NHVR facilitates the efficient operation of regulated entities.	Productivity	Increased proportion of network accessible by restricted access vehicles (including higher productivity vehicles), by pre-approvals and gazettals.	<ul style="list-style-type: none"> • 40% increase in pre-approvals annually. • 20% increase in updates of gazetted networks annually. • 10% national reduction in heavy vehicle permits annually (by NHVR and jurisdictions under delegation). • Critical network impediments for network areas are identified and progressively eliminated.
		Valid access permit applications received are processed and road manager consent is sought in a timely and customer centric manner.	<ul style="list-style-type: none"> • 90% of road manager consent requests are progressed within one business day. • 100% of road managers are followed up about their consents within seven days.
		Increased number of innovative vehicles in the national fleet.	<ul style="list-style-type: none"> • 10% increase of PBS combinations approved by the NHVR.
	Regulatory capability	Reduced regulatory burden and cost to industry through the delivery of nationally consistent and streamlined services.	<ul style="list-style-type: none"> • Progression of the National Services Transition Project against budget and schedule. • Benchmarking and costing services through the continuation of the Cost Recovery Study Project and the establishment of a service level agreement reporting framework.
2. Communication with the heavy vehicle industry is clear, targeted and effective.	Safety	Targeted information in relation to safety management systems and standards contribute to a stronger safety culture in the heavy vehicle industry.	<ul style="list-style-type: none"> • Establishment of the industry's safety culture baseline through a national survey. • Number of safety educational activities and artefacts developed and released to industry. • Positive feedback on safety educational activities and artefacts.
	Regulatory capability	Stakeholders are able to meaningfully contribute to regulatory outcomes through open consultation and communication channels.	<ul style="list-style-type: none"> • 80% industry respondents to customer survey report above average satisfaction. • Feedback mechanisms are 100% operational. • 100% of formal actions arising from stakeholder forums are implemented.

National Performance Measure	Key Result Area	Performance Standard	Annual Indicator
3. Actions undertaken by the NHVR are proportionate to the regulatory risk being managed.	Safety	All safety standards and assurance activities are underpinned by sound risk and data profiling to ensure approaches are effectively targeted and proportionate to the risk to public safety.	<ul style="list-style-type: none"> • 100% of safety assurance activities are documented in control documents with risk assessments. • Safety metrics developed, monitored and analysed by the NHVR Safety Committee.
4. Compliance and monitoring approach are streamlined and coordinated.	Safety	A nationally consistent and streamlined approach to interventions and investigations incorporating national standards and methodologies has been developed and implemented.	<ul style="list-style-type: none"> • National assurance activities are defined and documented based on 'best of breed' jurisdictional processes. • Transitioned assurance activities are aligned to a nationally consistent approach. • A secure national compliance and assurance data and information sharing framework developed. • Second stage of the Safety and Compliance Regulatory Platform completed.
5. The NHVR is open and transparent in its dealings with regulated entities.	Regulatory capability	The NHVR's regulatory frameworks are publicly available in a format which is clear, understandable and accessible.	<ul style="list-style-type: none"> • 100% of all regulatory services are documented and made available via all user channels.
		The NHVR is open and responsive to requests and feedback on its regulatory activities, approaches and services.	<ul style="list-style-type: none"> • Advice and guidance is widely available to stakeholders, with feedback mechanisms in place to support and inform continuous improvement. • Accessible and responsive customer service charter and complaints management process, which is publicly reported. • 80% industry respondents to customer survey report above average satisfaction. • 100% of received customer feedback complaints are analysed for trends and business improvement opportunities.
6. The NHVR actively contributes to the continuous improvement of the heavy vehicle regulatory framework.	Regulatory capability	Effective service delivery through alignment of capability against the future demands of delivering national regulatory services.	<ul style="list-style-type: none"> • Execution of Service Level Agreement reporting framework. • Progression of National Service Transition Project against budget and schedule.
		The NHVR regularly reviews its regulatory and support processes to ensure the effectiveness of the regulatory framework achieving outcomes.	<ul style="list-style-type: none"> • 100% of audit recommendations are implemented. • 100% of all NHVR processes are captured in the process control framework and are reviewed annually. • Annual review undertaken of organisational performance against strategy.

Our budget

	FY18-19 (\$000)	FY19-20 (\$000)	FY20-21 (\$000)
Revenue			
Regulatory income	148,953	148,953	151,852
Accreditation fees for service (NHVAS)	2,400	2,400	2,400
Access fees for service	675	675	675
Regulatory Platform revenue	5,000	5,000	5,000
Total	157,028	157,028	159,927

Less:

Expenditure			
Service agreement payments	95,100	95,100	95,100
Loan repayments to participating states and territories	1,871	2,340	1,178
Operating costs of the NHVR	54,104	53,635	54,797
Regulatory Platform expenditure	5,953	5,953	8,852
Total	157,028	157,028	159,927

Net Surplus	0	0	0
Commonwealth Safety Initiatives grant revenue	3,890	3,917	0
Commonwealth Safety Initiatives expenditure	3,890	3,917	0
Net	0	0	0

Forward Work Program 2018–2021

	2018-19	2019-20	2020-21
<p>Chain of Responsibility</p> <p>Encompassing implementation of the amendments to the HVNL that extend primary duties for the safe operation of a heavy vehicle; development and delivery of the Industry Education Program; development and implementation of National Investigation Standards; development and implementation of National Prosecution Principles and Guidelines; National Chain of Responsibility Framework, including Industry Codes of Practice, Safety Management Systems, cross-border collaboration and development of best practice Chain of Responsibility guidance material.</p>	☑	☑	☑
<p>National Compliance Information System</p> <p>Complete technology trials to test the feasibility of using existing jurisdictional cameras in a national network. Complete the business case assessing the costs and benefits of different development and implementation options for Council consideration.</p>	☑	☑	☑
<p>National Harmonisation Program</p> <p>Established to drive progress towards improving heavy vehicle regulation and consistency and focused on the development of notices prioritised on analysis of the greatest industry productivity benefit.</p>	☑	☑	
<p>National Services Transition</p> <p>This program will work with jurisdictions to develop a plan for the transition of service delivery responsibility to the NHVR for certain agreed services that are currently delivered by jurisdictions on behalf of the NHVR – the National Services Transition Blueprint.</p>	☑	☑	☑
<p>Safety Program</p> <p>Develop and establish safety assurance and risk management frameworks to drive evidence and risk based decision making to support regulatory functions and activities.</p>	☑	☑	☑
<p>Return of Access Permit Delegations</p> <p>This program sees the progressive return of access delegations back to the NHVR through the planned and staged implementation program developed in partnership with jurisdictions to minimise impact to industry.</p>	☑		
<p>Safety and Compliance Regulatory Platform</p> <p>The Regulatory Platform will establish the foundations for information, systems, processes and infrastructure enabling the NHVR to receive data and provide data to industry and key stakeholders.</p>	☑	☑	

Heavy Vehicle National Law Act 2012 (Qld)

Extract from Chapter 12, Part 12.3, Division 2, s695, Corporate Plans

- (1) The Regulator must, on an annual basis, prepare and give to responsible Ministers for approval by the Ministers a corporate plan for each three year period
- (2) The corporate plan must –
 - (a) Outline the Regulator’s objectives for the three year period; and
 - (b) State how the Regulator’s objectives will be implemented during the three year period; and
 - (c) Contain a statement outlining the National Performance Measures (Standards and Indicators), determined by the Regulator under subsection (4), for the three year period, including (but not limited to) annual measures for each of the three 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
- (3) The Regulator must, by notice given to the responsible Ministers, advise the Ministers if either of the following occurs –
 - (a) The Regulator makes significant amendment to its corporate plan
 - (b) 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
- (4) The Regulator must publish documentation for the National Performance Measures on the Regulator’s website and determine National Performance Measures (Standards and Indicators) in accordance with the documentation.





Contact us

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

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Interpreter service statement

The NHVR is committed to providing accessible services to people from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this document, you can contact the NHVR on 1300 696 487 or info@nhvr.gov.au. We will arrange for an interpreter to effectively communicate the report to you.

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