



Stakeholder Engagement Process Quick Guide

December 2018

Introduction

This Quick Guide provides a brief summary of the NHVR's Stakeholder Engagement Process, with practical examples of engagement methods and associated case studies.

What is stakeholder engagement?

The NHVR adopts AA1000's definition of stakeholder engagement as "the process used by an organisation to engage relevant stakeholders for a clear purpose to achieve agreed outcomes".¹

The NHVR values, and is committed to, effective, targeted, timely, meaningful, accountable and equitable engagement with relevant external stakeholders, and believes this to be a crucial part of being an effective and efficient risk-based national regulator.

Why does the NHVR engage with its stakeholders?

The NHVR actively engages with its external stakeholders to:

- develop and strengthen relationships
- understand the needs and requirements of industry and its partners
- build support and generate buy-in for the NHVR's projects, programs and initiatives
- inform decision-making
- build the capacity of its stakeholders to absorb change effectively
- tap into stakeholders' expertise, experience and knowledge
- identify new ideas, as well as risks
- source useful information to shape the design and implementation of initiatives.

Who are the NHVR's external stakeholders?

The NHVR's stakeholder base is broad across heavy vehicle industry and supply chain participants, related organisations and individuals, partner agencies and groups impacted by heavy vehicle transport related matters.

Within this broader stakeholder base, the NHVR has a number of key stakeholder groups, including those that are invested in broader public safety issues and the heavy vehicle freight and supply chain. These include:

- heavy vehicle industry and supply chain participants
- state, territory and Commonwealth governments
- police agencies and state and territory governments in their role as road authorities
- state, territory and Commonwealth government ministers and senior officials
- local governments and participating jurisdictions
- other parties within the supply chain and broader logistics community
- unions and associations that represent the industry
- other community groups that are road users or invested in public safety, and amenity, social or environmental impacts.

What is the Stakeholder Engagement Process?

The NHVR's Stakeholder Engagement Process (see Figure 1) describes the scope of the stakeholder base and the NHVR's general approach to engaging with its key stakeholders—individually and across the key groups.

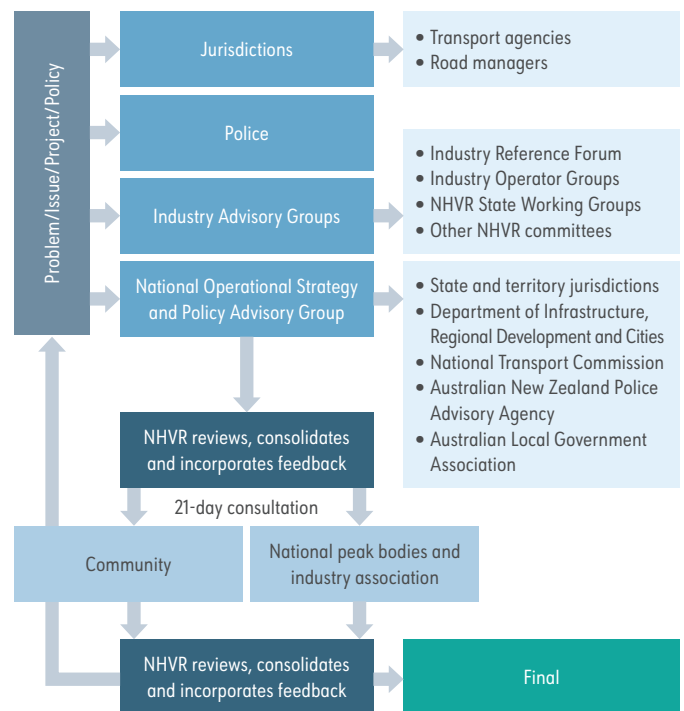


Figure 1: NHVR Stakeholder Engagement Process

When does the NHVR initiate the Stakeholder Engagement Process?

The NHVR initiates the Stakeholder Engagement Process to promote opportunities for stakeholders to actively participate, collaborate, and provide input or feedback when any of the following scenarios arise:

- the NHVR is proposing changes, plans or developments in policy, strategy, services, activities, infrastructure or legislation
- specific industry stakeholder groups or the NHVR raise problems or issues (to support decision-making and cater for competing interests)
- the NHVR is planning new projects, programs or initiatives
- the NHVR needs more information or evidence to make an informed decision.

Engaging with key stakeholder groups

When the NHVR initiates the Stakeholder Engagement Process, the following key stakeholder groups will firstly be consulted to obtain feedback:

- **jurisdictions** – transport agencies and road managers
- **police** – police agencies and state and territory governments in their role as road authorities
- **Industry Advisory Groups (IAGs)** – groups comprising subject matter experts that are convened on an as-needed basis to discuss and provide advice on a specific issue. Membership of IAGs may change, based on the specific issue or consultation and stakeholder preferences.

¹ AA1000 Stakeholder Engagement Standard 2015 AccountAbility

- **other advisory groups**, including:
 - Industry Reference Forum (IRF) – the NHVR’s key advisory body with representation from various national-level stakeholders who provide advice on policies, programs, practices and issues
 - Industry Operator Groups (IOGs) – dedicated groups that focus on sector-specific operational issues (including Agricultural, Cranes, Livestock and Rural Transporters, Oversize Overmass and Safety)
 - NHVR State Working Groups – groups that meet regularly to discuss issues and concerns relevant to their local area
 - National Operational Strategy and Policy Advisory Group – a group that covers all matters of high-level strategy and policy of interest to the NHVR and jurisdictions
 - other NHVR committees.

Review, consolidate and incorporate feedback

Following the initial engagement process, the NHVR will:

- review, consolidate and incorporate into a draft document or paper (e.g. a new policy or strategy) all the feedback received from stakeholders
- conduct a formal consultation process over 21 days, seeking feedback or input from the community and national peak bodies and industry associations on the draft document or paper
- review, consolidate and incorporate into a final document or paper all feedback received from stakeholders during the consultation period
- report back to stakeholders the results and outcomes of the engagement and consultation process.

Note: There is no ‘one-size-fits-all’ approach to the NHVR’s engagement activities. A variety of methods is required to cater for the different purposes of engagement and the broad range of stakeholder groups and individuals.

Regular engagement

The NHVR employs a formal engagement process whereby a structured approach helps to achieve outcomes-focused results.

Operational issues highlighted by the various IOGs will often lead in to the IRF. The IRF is a reference forum where national issues are brought to the NHVR’s attention. It is also a forum the NHVR uses to inform industry of the future direction of the heavy vehicle industry. The IRF gives careful consideration to high-level, forward-thinking input, while fostering the spirit of a national approach to the NHVR’s reform agenda and business activities.

Engagement methods and case studies

The NHVR will use the following methods to support the Stakeholder Engagement Process and engage with stakeholders.

Strong relationships

The NHVR understands how important it is as a regulator to have one-on-one contact with stakeholder organisations. The NHVR acknowledges that it is better for its stakeholders to have the same contact within the organisation, so there is some level of continuity. The NHVR’s priority will be to ensure open access to enable timely interaction.

Case study: Strong relationships

Ongoing consultative forums

The NHVR IRF consists of high-level representation from across the heavy vehicle industry. The group meets regularly throughout the year and assists in driving the NHVR’s long term strategic agenda. The group has a direct link with the NHVR’s five Industry Operator Groups (IOGs), which also meet regularly to address key heavy vehicle industry issues.

Specific-purpose engagement

As an alternative to formal committees with standing agendas, the NHVR will use specific-purpose engagement, where stakeholders work together on projects, providing advice.

These processes can vary from quick, focused and highly interactive sessions through to complex and wide-ranging activities. By using technology, many of these techniques will encourage wider participation by removing barriers like availability and distance.

Case study: Specific-purpose engagement

Chain of Responsibility awareness sessions

The NHVR delivered more than 150 Chain of Responsibility (CoR) awareness sessions across the country in the 2017-18 financial year to ensure all affected stakeholders were made aware of their safety obligations under the amended CoR laws. The sessions were interactive and provided attendees with take-home material, such as fact sheets and checklists.

Targeted problem-solving

Short-term advisory groups (or formal engagement mechanisms) will play a useful role in engagement between the NHVR and stakeholders. These are groups formed for a defined period, with specified delegates and a standing agenda that will allow discussion across a wide range of issues.

Formal structures and processes will help keep engagement focused and ensure short-term committees and reference panels that meet regularly can have an important role to play when they:

- are established with clear objectives and terms of reference
- meet a genuine need for ongoing regular dialogue and discussion
- are outcomes-focused and measure progress
- are time-limited, with timeframes and review points
- have members appointed to provide expert opinion.

Case study: Targeted problem-solving

Electronic Work Diaries Industry User Group

The group comprised industry representatives who use similar technology to Electronic Work Diaries (EWDs) and acted as a point of contact for the NHVR to leverage their knowledge and experience.

The group assisted the NHVR to develop the guidelines and guided promotional activities and material focused on the outcomes of the EWD system considered valuable by the heavy vehicle industry.

Case study: Targeted problem-solving

Service Level Agreements

The NHVR established a working group comprising representatives from each state and territory transport agency participating in the HVNL to improve the effectiveness of Service Level Agreements (SLAs) that govern regulatory services delegated from the NHVR in preparation for the 2019-20 financial year.

The group was convened from November 2017 to March 2018 to provide advice on the format and content of SLAs, including governance, assurance and services, and also feedback on a Services Schedule describing NHVR core regulatory services.

Open channels

The NHVR will use open channels of general communication, as these methods:

- are valued by our stakeholders
- can play an important role in promoting discussion and awareness of issues.

The NHVR will maintain online channels (such as Twitter and Facebook) to supplement its website to provide information about safety to a wide audience.

The NHVR will commit to exploring online platforms to improve direct engagement with stakeholders.

Case study: Open channels

Notice of Proposed Rule Making consultation

When the NHVR developed a Notice of Proposed Rule Making for fatigue safety matters, it was distributed to all relevant stakeholders to seek feedback. This provided the information necessary for stakeholders to understand the issue in context and proposed rule development options.

Formal and informal meetings with industry participants and representative groups were held, and information was published on the NHVR website and distributed via media channels (e.g. newsletters and social media).

Feedback received enabled the publication of the Notice of Final Rule Making.