



# Corporate Plan

2019-2022

Building a modern regulator



# FOREWORD

We are pleased to present the *NHVR Corporate Plan 2019–2022*, in line with the *Heavy Vehicle National Law Act 2012 (Qld)*.

This plan outlines our strategic priorities and reform agenda for the nation's heavy vehicle road transport sector over the next three years. It refines the vision outlined in previous plans, with the aim of reinforcing the NHVR as a national, modern leader in heavy vehicle regulatory reform.

This refinement is timely, with the changing responsibilities of the National Heavy Vehicle Regulator (NHVR) through services transitions and evolutions in technology and legislation presenting both challenges and opportunities for the heavy vehicle industry in the years to come.

To this end, the NHVR recently underwent an organisational realignment that best allows us to meet the needs of the industry and better serve our Ministers—as a single national heavy vehicle regulator with a strong customer focus.

This customer-centric approach is evidenced by a renewed focus on the issues that deliver the biggest benefit to the most people in the heavy vehicle sector—to administer systems for the 95 per cent who do the right thing, not the five per cent who do the wrong thing.

Through comprehensive industry engagement and by working closely with state and territory regulatory partners, we will reinforce our position as a leader and trusted authority in pursuing improvements in heavy vehicle safety and productivity.

The strategic objectives outlined in this plan are forward focused, integrating existing and future initiatives to help deliver safer drivers, in safer vehicles, on suitable networks.

We are guided by the direction set by responsible Ministers, whereby the primary consideration for all our regulatory activity must be enhanced safety, productivity and efficiency outcomes for heavy vehicle road transport operators and the broader freight and supply chain.

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



Duncan Gay  
Chair of the Board



Sal Petrocchio  
Chief Executive Officer



## ABOUT THIS PLAN

The *NHVR Corporate Plan 2019–2022* (the plan) presents the NHVR's objectives for the three-year period from 2019–20 to 2021–22. It is the principal planning document outlining our purpose and the strategies we employ to achieve our objectives.

This plan will guide us in:

- meeting the expectations of our customers and stakeholders
- delivering on the intent of national heavy vehicle regulatory reform
- complying with our legislative obligations under section 695 of the *Heavy Vehicle National Law* (the HVNL).

## 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 Australian heavy vehicle road transport sector.

### Our vision

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

### Our mission

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

### Our values



Customer first



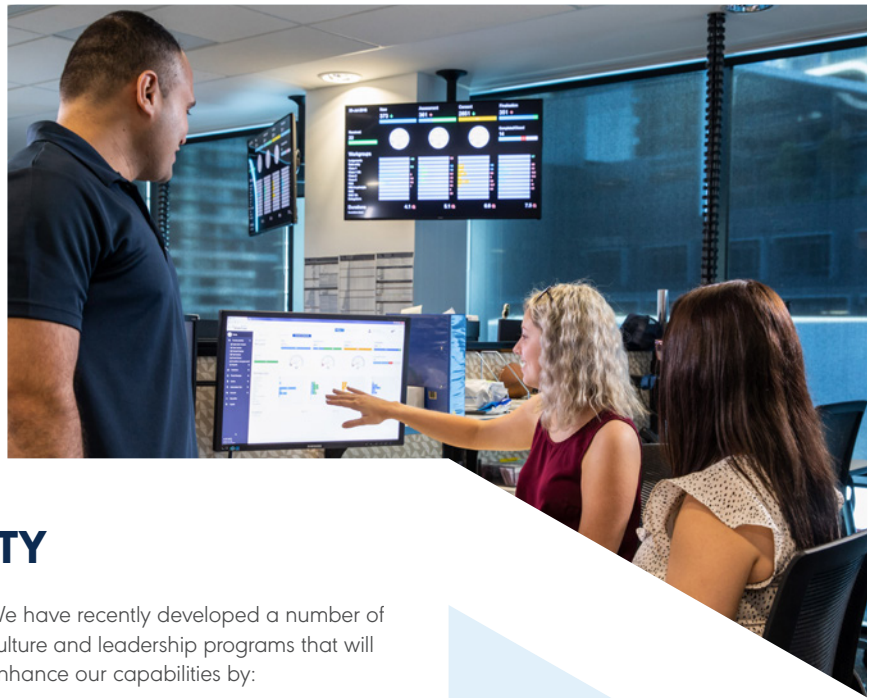
People matter



Strong partnerships



We add value



## ▶ WORKFORCE CAPABILITY

The NHVR will continue to experience significant growth over the coming years as it becomes more operational and its range of services expands across the country. We are constantly building internal capabilities to ensure we have the tools and people to address the needs of our customers and stakeholders, embracing challenges and opportunities in this evolving environment. Investment in our governance, culture and capabilities underpins our drive to achieve strategic outcomes.

### Investment in our people

The NHVR has evolved significantly since its establishment as a national organisation. We currently have over 330 full-time equivalent employees and contractors in Queensland, South Australia, Tasmania and Victoria.

Our skills and experience are diverse, and our people are our most important resource in delivering all that we do. Not only do we need to make sure we have the right people, but we need to make sure that each and every staff member has the right support and investment to help us deliver our goals.

We want our people to reach their full potential, and we will continue to strive towards this through effective performance management and development opportunities for staff at every level of the organisation. Foremost, we will continue our commitment to the safety, health and wellbeing of our people by fostering a positive safety culture, and ensuring staff have the systems, support and skills to complete their work effectively.

### Improved culture and leadership capability

We are strongly committed to providing a positive and productive organisational culture that encourages the professional development and performance of our staff.

We have recently developed a number of culture and leadership programs that will enhance our capabilities by:

- increasing staff involvement in improving organisational values and ensuring they are being adopted effectively
- recognising and rewarding exceptional employee performance
- delivering increased learning opportunities for all staff.

### Systems to support effective decision-making

We are committed to the ongoing enhancement of our business through strong governance and systems. This objective recognises the importance of NHVR employees being equipped to work safely and efficiently in an informed, coordinated and consistent manner, wherever they are located around Australia.

A key highlight of this effort is the development of the Safety and Compliance Regulatory Platform, which integrates key heavy vehicle operator information, such as registration information, defect notice history, accreditation status, performance based standards (PBS) information, intercept information and camera sightings from across the country.

The platform will enable our roadside Safety and Compliance Officers to make evidence-based compliance and enforcement decisions. It will also improve productivity outcomes by increasing the information available about a vehicle's performance, and using this information to better inform more outcomes-based and improved network access decisions.

In addition to delivering capability enhancement, we will also focus on the effective integration of our process, people and system capabilities to improve our performance and inform effective resource allocation.

## ▶ OUR OPERATING ENVIRONMENT

Australia is one of the fastest growing countries in the world, with its population projected to grow from 25 million at present to 30 million by between 2029 and 2033<sup>1</sup>. The transport and logistics industry is one of the key drivers of the Australian economy and, with population forecasts indicating an increase in the number of very large cities, there will be an increased global demand for mineral resources and products, particularly agricultural products<sup>2</sup>. This increased demand is of particular importance when considering the future of Australia's road freight task.

With the NHVR expanding its regulatory footprint in this dynamic environment, it is essential we work in partnership with industry and relevant government agencies to ensure we deliver on our commitments. Whether we focus on trialling new technologies or making sure that the regulatory system supports safe and productive operations, it is only through working together that we will achieve better freight and passenger movement outcomes.

<sup>1</sup> Australian Bureau of Statistics Cat. 3222.0 *Population Projections Australia* (latest issue released November 2018)

<sup>2</sup> *Australian Government Inquiry into National Freight and Supply Chain Priorities discussion paper*, May 2017

# NHVR KEY ACHIEVEMENTS

Since we were established in 2013, we have made significant progress in advancing regulatory reform for heavy vehicle safety, productivity and sustainability. The following snapshot of our key achievements reflects the growing confidence in the NHVR as it has grown into an integral part of the heavy vehicle road transport industry in Australia.



## 2013

### 21 January:

NHVR commences operations - Manages National Heavy Vehicle Accreditation Scheme and Performance Based Standards scheme

## 2014

### 10 February:

Full HVNL commences  
NHVR commences access and vehicle standards operations

### February:

ACT, NSW, QLD, SA, TAS and VIC deliver some heavy vehicle regulatory and access permit services on behalf of NHVR

## 2015

### March:

Establishes:

- Industry Reference Forum
- Agricultural Industry Operator Group
- Crane Industry Operator Group
- Livestock and Rural Transporters Industry Operators Group
- Oversize Overmass Industry Operator Group

### May:

Return of all access permits from TAS

## 2016

### May:

Publishes *National Class 2 PBS Level 1 & 2A Truck and Dog Trailer Notice*

Publishes *National Class 1 Special Purpose Vehicle Notice*

### July:

Publishes *Multi-State Class 1 Load Carrying Vehicles Dimension Exemption Notice*

### July:

Releases National Heavy Vehicle Inspection Manual

### August:

Releases NHVR Portal - Customer Module

### October:

Releases results of National Roadworthiness Baseline Survey

### November:

Releases heavy vehicle Daily Safety Checklist Guide

## 2017

### March:

Releases Performance Based Standards Pre-advised Design Approvals

### April:

Launches National Safety Camera Network with five cameras in VIC

### August:

Return of all access permits from ACT

### September:

Undertakes first of three cross-border, inter-agency on-road compliance operations targeting non-compliant operators

Releases *Vehicle Standards Bulletin 6: National Code of Practice for Heavy Vehicle Modifications (VSB6)*



## 2018

## 2019

Undertakes national Chain of Responsibility (CoR) education and awareness program

**October:**

Transition of heavy vehicle services from SA to NHVR

Releases NHVR Portal - Road Manager Module

Releases CoR Gap Assessment Tool

**December:**

Return of all access permits from SA

**January:**

Releases Personal Use Fatigue Exemption to provide greater flexibility

**February:**

Releases National Roller Brake Testing Procedure

**March:**

Establishes Safety Industry Operator's Group

**May:**

Releases Safety Management System guidance material

Return of all access permits from VIC

Releases Electronic Work Diary Policy Framework and Standards

**July:**

Launches Heavy Vehicle Confidential Reporting Line

Transition of heavy vehicle services from TAS to NHVR

**September:**

Releases NHVR Portal - Registration Module

**October:**

Amended CoR laws commence

**November:**

Releases *National Compliance and Enforcement Policy*

Releases national NHVR Registration Checker App

Transport Infrastructure Council agrees to

NHVR and industry proposal to bring HVNL Review forward to 2020

**December:**

Return of intrastate Class 3 access permits from NSW

NHVR, heavy vehicle industry and government establish Accreditation Working Group to review accreditation schemes

**February:**

Publishes *National Class 2 B-double Notice*

**March:**

Launches Fatigue Monitoring Technology trial

# ▶ OUR STRATEGIC PRIORITIES

We will focus on the following strategic priorities:

- Position the NHVR as the national leader in heavy vehicle safety.
- Successful transition of regulatory services to improve efficiency, effectiveness and consistency for heavy vehicle regulation.
- Improved and measurable safety outcomes, targeting the greatest safety risks.
- Greater and timely road network access certainty and increased productivity for the heavy vehicle industry.
- An NHVR culture where employees feel supported and can depend on each other.

This recognises the NHVR's fundamental core values of: people matter, we add value, customer first and strong partnerships.

## Our objectives

We have four key objectives against which we report using national performance measures.



**Safety**



**Productivity**



**Sustainability**



**Regulatory capability**

These objectives are based on the intent of the HVNL under the NHVR's remit of facilitating and regulating the use of heavy vehicles on roads in a way that:

- promotes public safety
- manages the impact of heavy vehicles on the environment, road infrastructure and public amenity
- promotes industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles
- encourages and promotes productive, efficient, innovative and safe business practices.

## Challenges and risks

We will appropriately manage our key strategic challenges and risks, which relate to:

- our ability to influence positive change within the regulatory framework
- maintaining regulatory oversight in a diverse and changing industry
- our ability to influence road managers to prioritise the road network's productive capacity
- positively influencing road managers to grant appropriate network access to higher-productivity vehicles that deliver safety and productivity improvements
- improving coordination and consistency when 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.

## Opportunities

We will seek to leverage the following opportunities:

- creating a true, modern, single national heavy vehicle regulator across the country
- making safety the number one priority for all involved in heavy vehicle road transport related activities
- creating consistent and effective safety outcomes through the national coordination of compliance, enforcement and assurance activities
- strengthening relationships with police agencies engaged in heavy vehicle regulatory activities
- embracing innovative technology that will influence vehicle design, compliance and assurance models and tools, and vehicle-to-vehicle and vehicle-to-infrastructure safety
- continuously improving our organisational performance to deliver efficient and effective regulatory services for the heavy vehicle industry
- engaging with stakeholders to create effective partnerships that translate into consistency and transparency for industry
- developing as a progressive regulator that attracts, engages and retains capable, experienced and professional people
- reducing the regulatory burden on industry to improve its efficiency and productivity.



## Objective 1 – Safety



### Promote public safety

Continually pursuing effective initiatives that will improve national heavy vehicle road safety outcomes is the number one priority for the road freight sector. As a modern and risk-based regulator, the NHVR is focused on adjusting the traditional prescriptive regulatory approach, which relies heavily on on-road enforcement and sanctions, to adopting a wide range of regulatory tools (engagement, education and then sanctions), including more effective targeting of the highest-risk operations.

Our approach also includes encouraging the development of the safety capabilities of industry and the broader supply chain. This approach includes continuously improving the way we collect and use intelligence, embracing new and more effective modern approaches to deliver our risk-based approach, and ensuring the highest level of road safety is delivered for industry and the community.



National Performance Measure:		Reduction in crashes, fatalities and injuries caused by heavy vehicles.	
Objectives/standards	Strategy	Key activities	Indicators
Increased and transparent industry and supply chain accountability for safety.	Risk-based and intelligence-led approach targeting greatest safety risks.	<ul style="list-style-type: none"> <li>Deliver targeted on-road operations and intercepts.</li> <li>Adopt appropriate compliance approaches using the right balance of education and enforcement.</li> <li>Undertake investigations and prosecutions of serious safety breaches across industry and the supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Clear targeting and reduction in high-risk safety behaviours and recidivist offending.</li> <li>Successful supply chain interventions and prosecution outcomes.</li> </ul>
Adoption of a strong safety culture by the heavy vehicle industry.	Empower industry to better manage safety within their business.	<ul style="list-style-type: none"> <li>Develop guidance material that can be practically applied by industry to improve safety in business practices.</li> <li>Support industry to develop, promote and adopt codes of practice targeting sector-specific safety risks.</li> <li>Actively engage with industry to identify and share safety risks and methodologies for reducing them.</li> </ul>	<ul style="list-style-type: none"> <li>Increased adoption of risk and safety management systems by industry.</li> <li>Identified safety risks are addressed in a timely and effective manner.</li> </ul>
Recognition of modern approaches that deliver improved safety outcomes.	Align and embrace national road safety agendas and initiatives, including new and emerging technologies.	<ul style="list-style-type: none"> <li>Deliver a Fatigue Safety Strategy to improve industry accessibility to flexible fatigue management options.</li> <li>Trial effectiveness of fatigue monitoring technology in delivering flexibility and safety.</li> <li>Adopt a national incentivised approach to accreditation schemes.</li> <li>Collaborate with other key national road safety groups and authorities to drive a consistent and effective road safety agenda.</li> </ul>	<ul style="list-style-type: none"> <li>Increased adoption of flexible fatigue management options.</li> <li>Successful fatigue monitoring trial outcomes.</li> <li>Consensus from relevant parties on accreditation incentives.</li> <li>Consistent delivery of national road safety agendas.</li> </ul>

## Objective 2 – Productivity



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

A productive and safe road freight logistics industry is vital to meet the needs of local Australian businesses and communities. The NHVR will pursue a regulatory regime, in partnership with industry and governments, to improve productivity and access, and reduce unnecessary regulatory burden.

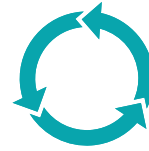
A key feature of the regime will be ensuring everyone involved in the heavy vehicle road transport task, including the broader supply chain, is working towards adopting new and innovative improvements to increase access, which can be delivered through both infrastructure and non-infrastructure solutions.



Objectives/standards	Strategy	Key activities	Indicators
<b>National Performance Measures:</b> Improved connections of key networks (origin to destination) for all heavy vehicles. Measurable reduction in regulatory burden for safe and productive network access.			
Consistent national productivity priorities across supply chain focused on improved economic outcomes.	Collaborate to identify and deliver key freight and supply chain agendas leading to the adoption of modern improvement initiatives.	Develop the NHVR Heavy Vehicle Freight Access Strategy (in collaboration with states/territories and industry) to identify non-infrastructure productivity solutions for the future freight task. Influence increased pre-approval and gazetted routes for first and last mile access. Contribute to National Freight and Supply Chain Strategy and work with states/territories on implementing freight plans. Pursue technology and data-sharing strategies to increase access to key networks. Use supply chain movement data to better inform network decision-making, including investment.	Delivery of the Heavy Vehicle Freight Access Strategy and five-year action plan. Increased network access on key freight routes (including first and last mile access) and adoption of effective technology. More targeted network decisions and access based on data.
Reduction of regulatory burden while maintaining safe and productive network access.	Permits only required for high-risk movements that require special conditions.	Partner with road managers to increase gazetted networks, including transition of pre-approvals. Deliver new national notices to reduce state-based access conditions. Implement the Ministerial recommendations from the <i>Review of Oversize and Overmass (OSOM) Access Arrangements Report</i> . Pursue a single national network access map.	Reduced need for permits. Increase in gazetted networks. Harmonised and effective operating conditions across borders. Successful implementation of OSOM recommendations.
Greater industry certainty regarding access outcomes.	Building industry and road manager capability.	Make pre-approval and access decision data available to industry and road managers. Enhance the Restricted Access Vehicle Route Assessment Tool (RAVRAT) to assist road manager vehicle assessment capabilities.	Reduced access turnaround times. More informed road manager assessment decisions.



## Objective 3 – Sustainability



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

The NHVR is playing a key role in pursuing the adoption of innovative vehicle design, including technologies designed to assist drivers to reduce noise and emissions. Innovation can be realised through the Performance Based Standards scheme and

is focused on supporting a more flexible approach than a prescribed and restrictive vehicle combination.

The benefits of these new vehicles and technologies can be complemented by a supportive network access regime.



Objectives/standards	Strategy	Key activities	Indicators
<p><b>National Performance Measures:</b> Increase in safer, cleaner and more efficient vehicles and technologies in the national heavy vehicle fleet. Continued increase in network accessibility for safer, cleaner and more efficient vehicles.</p>			
Increase in innovative vehicles with safety and environmental technologies across the national heavy vehicle fleet.	<p>Reform the Performance Based Standards scheme to increase the range of innovative and higher-productivity vehicles available.</p> <p>Incentivise the uptake of vehicles fitted with safety and environmental technologies.</p> <p>Increase access based on improved performance of vehicles rather than prescriptive requirements.</p>	<p>Review effectiveness of current performance based standards and scheme efficiency in line with the National Transport Commission's (NTC) Performance Based Standards scheme marketplace review.</p> <p>Reduce the administrative burden faced by operators when seeking a performance based standards approval.</p> <p>Pursue a more flexible modular approach to the Performance Based Standards scheme.</p> <p>Advocate for increased harmonisation of Australian vehicle standards to allow for the latest designs from origin markets.</p> <p>Provide incentives to industry for adopting safety and environmental technologies.</p> <p>Provide increased education and advice to industry on purchasing safer heavy vehicles.</p> <p>Advocate for increased network access for performance based standards vehicles, including guaranteed networks based on performance level.</p> <p>Increase education on the benefits of higher-productivity vehicles, including reduced road wear implications and emissions, for local communities and industries.</p>	<p>Increased number of performance based standards vehicles in the national heavy vehicle fleet.</p> <p>Reduced turnaround time for performance based standards approvals.</p> <p>Increased number of performance based standards vehicle designs accessing streamlined approval processes.</p> <p>Trial of modular performance based standards vehicles.</p> <p>Increased adoption of vehicle safety and environmental technologies.</p> <p>Increased networks for performance based standards vehicles are gazetted and available to operators.</p>

## Objective 4 – Regulatory capability



### Encourage and promote productive, efficient, innovative and safe business practices

The NHVR is investing in building the regulatory capability required for a successful operating and regulatory environment, which ensures actions are consistent, transparent and robust. This requires developing the capacity to exhibit a good understanding

of our customers to tailor our approach to facilitate increased safety and education of requirements.

Our success is driven by our staff, and we are strongly committed to their continual development and ensuring they are supported by a safe and positive organisational culture.



Objectives/standards	Strategy	Key activities	Indicators
<b>National Performance Measures:</b> Transparent and consistent regulatory approach. Customer engagement with the NHVR is productive, simple and efficient. NHVR employees work in a safe and engaged environment.			
Effective and single national heavy vehicle regulator operating across Australia.	Consistent and streamlined approach to the delivery of regulatory services.	Transition regulatory services from the ACT and VIC to the NHVR. Continue work on the future transition of regulatory services from NSW and QLD. Regularly review cost of regulatory services to deliver efficiencies. Develop, maintain and deliver nationally consistent regulatory standards and practices.	Progression of National Service Transition Program against budget and schedule. Reduction in regulatory overheads. Transparent and consistent regulatory approach.
Provide a 'one-stop-shop' for customers to improve business experience and business outcomes.	Improved digital products and services offered to the heavy vehicle industry.	Enhance and develop digital products (including the NHVR Portal) to provide a streamlined customer experience.	Expanded and useable suite of digital products to meet industry needs.
Intelligence-driven approach to regulatory activities.	Deliver the information systems and capability to support safety, compliance and enforcement activities.	Develop the NHVR Safety and Compliance Regulatory Platform to integrate and analyse key regulatory data. Provide heavy vehicle fleet and operator information to roadside Safety and Compliance Officers in real time. Deliver national heavy vehicle monitoring by adding new sites to the national safety camera network.	National mobility solution delivered. Effective and focused enforcement program increasingly based on intelligence. National safety camera network expanded.
Organisational culture that promotes safety, and supports, develops and empowers employees.	Ensure NHVR employees are able to meet current and future capability needs.	Deliver culture and leadership capability programs. Implement a Workplace, Health and Safety Program and systems.	Improved leadership capabilities, including training and coaching programs. Employees feel supported to perform their role safely and competently. Operating model implemented smoothly. Results of Employee Culture Survey show improvement or sustainment of positive results.
NHVR positioned as a key national regulatory body.	Influence key strategic positions regarding the heavy vehicle road transport task.	Provide strategic and coordinated input into the HVNL review process. Prepare submission for the Productivity Commission's review of national transport safety reforms.	Successful national review outcomes.

## OUR BUDGET

FY2019-20    FY2020-21    FY2021-22  
(\$000)        (\$000)        (\$000)

Revenue			
Regulatory income <sup>1</sup>	153,500	156,399	156,399
Accreditation fees for service (NHVAS)	3,524	3,867	3,923
Access fees for service	3,641	3,869	3,880
Other revenue <sup>2</sup>	6,359	6,156	6,262
Regulatory Platform revenue	5,000	-	-
<b>Total</b>	<b>172,024</b>	<b>170,291</b>	<b>170,464</b>

Less:

Expenditure			
Service agreement payments <sup>3</sup>	81,753	22,772	22,772
Operating costs and project expenditure	82,931	146,341	147,382
Regulatory Platform expenditure	5,000	-	-
Loan repayments to participating states and territories	2,340	1,178	310
<b>Total</b>	<b>172,024</b>	<b>170,291</b>	<b>170,464</b>

Net surplus			
Commonwealth Safety Initiatives grant revenue <sup>4</sup>	3,917	-	-
Commonwealth Safety Initiatives grant expenditure	3,917	-	-
<b>Net</b>	<b>-</b>	<b>-</b>	<b>-</b>

- 1 Regulatory income based on the NTC's estimation of heavy vehicle registrations.
- 2 Other revenue includes interest received, court fees, servicing fees and written work diary sales.
- 3 Service level agreement fees reduce in line with current planned service transitions to NHVR.
- 4 Funding announced in the 2019-20 Commonwealth Budget is not included as it has not yet received royal assent.





## 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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