

# CORPORATE PLAN

2021 - 2024

NATIONAL  
HEAVY  
VEHICLE  
REGULATOR

WE ADD  
STRONG  
PARTNERSH  
PEOPLE MATT  
CUSTOMER FI



## ABOUT THIS PLAN

The 2021-2024 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 approved at the Infrastructure and Transport Ministers' Meeting in November 2020.

The Plan:

- states our objectives for the three-year period and the strategies we will implement to meet them
- outlines the National Performance Measures (Standards and Indicators) for the three-year period of this plan, including annual measures for each of the three years that 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 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



Strong partnerships



People matter



We add value

### Opportunities

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

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

## FOREWORD

Our *Corporate Plan 2021–2024* provides both an internal roadmap for our organisation and a guide for industry on how regulation will evolve – because regulation, like the industry itself, never stands still, as was so clearly demonstrated last year.

The heavy vehicle industry, regulators and governments all worked tirelessly to develop, and then operate, new regulatory frameworks that kept Australia moving throughout the COVID-19 pandemic. Hopefully, the challenges posed by COVID-19 will soon lessen, but other important challenges remain. The biggest of these is safety.

Although progress is being made, the number of injuries and fatalities across the transport industry and wider supply chain remains unacceptably high. As a modern, risk-based regulator, we will use data-driven intelligence to target the biggest safety risks on our roads, better identify non-compliant behaviours, and drive down the rate of repeat offending.

However, we fully recognise that education and the encouragement of better safety management practices are just as powerful as enforcement, and we will increase our

efforts in this regard – both for industry and all other road users. We will also promote the adoption of safety technology by industry and ensure regulation supports ground-breaking, life-saving innovation.

Significant safety gains are ahead, provided we, governments and industry lay the foundations for their introduction.

The ongoing review of the HVNL provides an important opportunity to create a responsive and adaptable regulatory framework. We look forward to continuing to contribute to the delivery of a modern, outcomes-focused law that will improve safety, productivity and innovation.

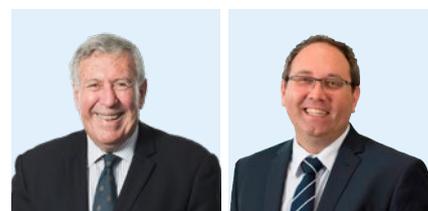
We will also continue to work closely with state governments on the transition of regulatory services from the HVNL-participating jurisdictions. This will enable us to continue implementing borderless enforcement, to improve consistency to support safety, efficiency and productivity for operators and drivers.

Our people will play a vital role in converting our strategies to results, through service excellence and innovation. Their dedication, skills and experience will ensure

we are able to deliver on our commitments. After all, the NHVR's culture is the cornerstone of what we do.

The NHVR has come a long way in its first seven years, and we've achieved a great deal; however, as this plan clearly shows, there is much more to do.

The NHVR Board, Executive Leadership Team and staff look forward to working with our customers, stakeholders and communities to ensure we create the appropriate balance between safety, productivity and effective regulation required by our industry.



*Duncan Gay*

The Hon Duncan Gay  
Chair of the Board

*Sal Petrocchio*

Sal Petrocchio  
Chief Executive Officer

## Challenges and risks

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

- providing access certainty and consistency to achieve improved efficiency and productivity outcomes for industry
- implementing a risk-based and less-prescriptive regulatory environment
- effective harmonisation of NHVR and state and territory safety agendas
- minimising state-based derogations from the HVNL
- improved access to useful datasets in a timely and reliable manner
- delivery of a coordinated national approach to the use of technology and data
- effectively engaging with a geographically dispersed workforce
- limited understanding of infrastructure capacity to handle the increasing freight task
- empowering industry participants to deliver behavioural and organisational cultural change that leads to continuous improvement in safety.

## OUR BUDGET

	FY2021–22 (\$000)	FY2022–23 (\$000)	FY2023–24 (\$000)
<b>Revenue</b>			
Regulatory income <sup>1</sup>	161,091	165,924	170,901
Accreditation fees for service (NHVAS)	4,400	4,532	4,668
Access fees for service	4,303	4,432	4,565
Commonwealth grant revenue <sup>2</sup>	5,552	5,560	5,560
Other revenue <sup>3</sup>	5,923	4,236	3,400
<b>Total</b>	<b>181,269</b>	<b>184,684</b>	<b>189,094</b>
Less:			
<b>Expenditure</b>			
Service agreement payments <sup>4</sup>	78,342	23,437	23,459
Operating costs <sup>5</sup>	90,969	147,756	150,252
Project costs <sup>6</sup>	32,201	19,560	11,608
Capital expenditure	6,100	3,000	1,000
<b>Total</b>	<b>207,612</b>	<b>193,753</b>	<b>186,319</b>
<b>Net surplus/(deficit)</b>	<b>(26,343)</b>	<b>(9,069)</b>	<b>2,775</b>

- 1 Regulatory income indexed in FY2022–23 and FY2023–24 to account for fleet growth and wage and cost increases.
- 2 Commonwealth grants represent grant funding for the Heavy Vehicle Safety Initiative.
- 3 Other revenue includes interest received, court fees, servicing fees, escort fees and written work diary sales.
- 4 Service level agreement fees reduce in line with current planned service transitions to the NHVR.
- 5 Operating costs increase with the transfer of services from jurisdictions.
- 6 Project costs include New South Wales and Queensland transition expenditure, although no date has yet been set for Queensland transition.

# NATIONAL PERFORMANCE MEASURES

## Objectives

## Strategies



### SAFETY

Promote public safety.

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

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



### PRODUCTIVITY

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

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



### SUSTAINABILITY

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

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



### REGULATORY CAPABILITY

Encourage and promote regulatory capability through productive, efficient, innovative and safe business practices.

Ensure a consistent and streamlined approach to the delivery of services to customers.

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



National Performance Measures (Standards and Indicators)		2021-22	2022-23	2023-24
<b>NPM 1 Fatalities and injuries across the industry and its supply chain reduce through increased compliance with safety requirements and adoption of key Safe System principles.</b>				
Rate of recidivist offending		5%↓	3%↓	3%↓
Number of supply chain prosecutions		10%↑	10%↑	10%↑
Number of improvement notices issued		20%↑	20%↑	20%↑
Number of accredited operators in the National Heavy Vehicle Accreditation Scheme (NHVAS)		5%↑	5%↑	5%↑
<b>NPM 2 Network connections for heavy vehicles improve, and the administrative burden on operators and road managers reduces due to fewer permit requirements.</b>				
Number of national notices issued		10%↑	12.5%↑	12.5%↑
Number of new notices issued		10%↑	12.5%↑	12.5%↑
Number of road manager pre-approvals		10%↑	12.5%↑	12.5%↑
<b>NPM 3 The national heavy vehicle fleet is safer and more environmentally friendly.</b>				
Number of PBS vehicles		5%↑	10%↑	10%↑
Average age of vehicles in the national heavy vehicle fleet		3%↓	3%↓	3%↓
Number of road manager pre-approvals for PBS networks		10%↑	12.5%↑	12.5%↑
<b>NPM 4 Customer engagement with the NHVR is productive, simple and efficient.</b>				
Average turnaround times for permit approvals		5%↓	5%↓	5%↓
Average turnaround times for PBS vehicle approvals		10% ↓	10%↓	10%↓
Customer satisfaction with the NHVR Portal		≥75%	≥75%	≥75%
Customer satisfaction with the NHVR website		≥70%	≥73%	≥75%
<b>NPM 5 NHVR employees work in a safe, supportive and inclusive working environment.</b>				
Employee engagement		≥75%	≥75%	≥75%
Employee turnover		<10%	<10%	<10%
Lost Time Injury Frequency Rate		<7.5	<7	<6.5
Total Recordable Injury Frequency Rate		<10	<9	<8

# KEY DELIVERABLES 2021-2022

## SAFETY



- Lead and participate in national safety forums by providing expert advice on human factors and behavioural insights affecting heavy vehicle and road safety.
- Deliver the NHVR Heavy Vehicle Safety Strategy Action Plan.
- Implement a model for sharing NHVR data with transitioned jurisdictions and other regulatory agencies.
- Evaluate effectiveness of mobile and fixed camera technology in identifying and addressing safety risks.
- Visit operators and other parties in the supply chain – particularly recidivist offenders – to inspect their safety management systems and compliance processes, and provide targeted education.
- Deliver an external-facing safety assurance program for key areas where regulatory functions are carried out by third-party providers on behalf of the NHVR.
- Promote uptake of safer fatigue risk management options through the Fatigue Choices program.
- Implement an assurance framework for Electronic Work Diaries (EWDs) and conduct assurance activities on EWD operations.
- Review the outcomes of the Fatigue and Distraction Detection Technology Pilot to establish options to expand the framework to incorporate other operators and monitoring technologies.
- Implement phase two of the NHVR's *We Need Space* road safety education campaign to raise community awareness of how to safely share the road with heavy vehicles.
- Deliver a nationwide campaign to educate young light vehicle drivers about safely sharing the road with heavy vehicles.

## PRODUCTIVITY



- Conduct a review of road access permits workflow, with a focus on improving road manager consent timeframes.\*
- Adopt a range of technology and data-sharing solutions in consultation with road managers, with a focus on improving road manager consent timeframes.\*
- Expand the range of education and training material available to road managers.\*
- Review the outcomes of the Pilot and Phase 1 of the Strategic Local Government Asset Assessment Project, to establish a framework for information storage, and ongoing advice for road managers and industry on increased access to networks.\*
- Deliver and maintain national, state and territory notices schedule, prioritised by safety and productivity benefits, in consultation with government and industry.\*
- Deliver a new pre-approval and notices module in the NHVR Portal for access permits to enhance transactional services.

\* Key deliverables from the *Commonwealth Implementation Plan of the National Freight and Supply Chain Strategy and National Action Plan and the Heavy Vehicle Productivity Plan 2020-2025*.



## SUSTAINABILITY



- Promote the uptake of PBS vehicles by expanding gazetted networks, and improving design and vehicle approval processes.
- Deliver the policy framework for PBS 2.0 to encourage more operators to include PBS vehicles in their fleet.
- Start implementing the outcomes of the PBS Tyre Management Review.
- Work with road managers and industry to determine how access and productivity can be improved to remove barriers to the uptake of vehicles fitted with modern safety and environmental technologies.\*
- Provide fleet purchasing guidance and safety and environmental technology education to industry.\*

\* Key deliverables from the NHVR's *Heavy Vehicle Safety and Environmental Technology Uptake Plan*.

## REGULATORY CAPABILITY



- Deliver transition program for New South Wales regulatory services against agreed timelines and budgets.
- Complete due diligence for the transition of Queensland regulatory services.
- Complete due diligence for the transition of South Australian heavy vehicle inspection related services.
- Implement the National Regulatory Model to identify the greatest regulatory risks and options to secure further compliance with the HVNL.
- Implement a national spatial platform for heavy vehicle access related services.
- Undertake a trial providing operators with access to vehicle defect information through the NHVR Portal.
- Make the NHVR website more accessible and meet the Level AA standard of the Web Content Accessibility Guidelines (WCAG) 2.0 - the internationally recognised benchmark for website accessibility.
- Improve people processes through the execution of a strategic workforce plan, highlighting core and strategic capabilities for the NHVR.
- Build a candidate-focused e-recruitment process to attract and retain capable employees who fit the NHVR's desired culture.





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