



CORPORATE PLAN

2023-2026



ABOUT THIS PLAN

The 2023–2026 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 2023–2024*.

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 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 PURPOSE

We provide leadership to, and work collaboratively with, industry and partner agencies to:

- drive sustainable improvement to safety, productivity and efficiency outcomes across the heavy vehicle road transport sector and the Australian economy
- minimise the compliance burden, while ensuring the objects 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



Strong partnerships



We add value

Opportunities

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

- Deliver a modern regulatory approach that empowers industry to embrace a positive safety culture.
- Partner with regulatory and enforcement agencies to deliver a consistent national approach to compliance activities.
- Use data to target the greatest safety risks and keep safe operators moving.
- Support road managers to improve network access for safer and higher productivity vehicles.
- Break down barriers to deliver a safer, cleaner national fleet.
- 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.

Challenges and risks

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

- providing cross-border and end-to-end network access certainty and consistency
- effective harmonisation of NHVR and state and territory safety agendas
- delivering a coordinated national approach to the use of technology and data
- the limited understanding of infrastructure capacity to handle the increasing freight task.
- ability to attract and retain a capable and agile workforce; and remaining abreast of potential technology and transport industry disruptors.

FOREWORD

During our time as Australia's heavy vehicle regulator, we have seen our industry face many and varied challenges. However, it continued to deliver vital supplies across the country despite floods, fires and the COVID-19 pandemic, as well as driver, vehicle and parts shortages. We've been proud to support industry to navigate these challenges and keep trucks moving safely.

However, we've also been strongly focused on what we can do in a more 'business-as-usual' world – by always looking critically at what we do to find opportunities to better our approach, and to deliver improved, fit-for-purpose efficiencies for the industry and, in turn, a safer environment for our communities.

Industry will keep improving what they do in their business – finding efficiencies and better ways of working, and embracing new technologies. Our role as the regulator is to work with them to provide the support and tools they need to do their job safely.

We can be most effective in supporting safety advancements by putting in place the right risk-based regulatory approaches. This is why we have invested heavily over the past four years in helping to guide the development of the new Heavy Vehicle National Law. We will continue to contribute to the development – and implementation as required – of policy reform proposals for the HVNL Review, including fatigue, accreditation and access.

Importantly, we're dedicated to ensuring we deliver consistent, borderless regulatory services across the country. We're working with Queensland to complete the final transition of heavy vehicles services to the NHVR, which will be achieved during the first year of this Corporate Plan.

In the year ahead, we'll also be continuing the phased delivery of PBS 2.0 to reform the Performance Based Standards (PBS) scheme by optimising productivity and safety benefits, and reducing administrative complexity – so we can get these safer and more productive vehicles onto the road sooner. Our key priorities will be expanding access, moving mature combinations into the "as-of-right" fleet, and reducing end-to-end approval times.

The NHVR is uniquely positioned to support the uptake of new technologies in the Australian heavy vehicle market, and to help industry and the community realise the benefits of a more modern fleet. We're excited about supporting state and commonwealth

governments plans to achieve targeted emission reductions by 2030 and strategies to achieve net zero by 2050. This includes contributing to the development of regulatory frameworks that encourage the uptake of electric and hydrogen-powered heavy vehicles to improve the sustainability of the national fleet.

We'll also be concentrating our efforts on pursuing a modern regulatory strategy that is focused on informing, educating, and enforcing.

In particular, we'll keep pursuing safety approaches that are tailored to individual operator and driver needs. Our commitment to improving the management of fatigue and helping drivers rest when they are tired and drive when they are fit will be a priority in this regard. We'll be working towards removing administrative barriers and providing practical tools to help industry access safer and tailored fatigue options through Advanced Fatigue Management (AFM).

We'll also be encouraging voluntary compliance and positive safety behaviour within businesses – for example, by sharing more compliance information with industry through the NHVR Portal.

Improvements to the NHVR Portal will be key to improving AFM take-up and data-sharing arrangements. In addition, as it grows as an essential business centre for industry, government and road managers to manage access and other heavy vehicle regulatory services, in 2023–24 we'll release a single national, enforceable network map. This will remove the need for industry to access multiple state- and territory-based maps to plan and manage journeys, and will begin providing dedicated heavy vehicle routing options.

We value our partnerships with our customers, stakeholders and communities, and recognise how vital their support and collaboration is for us to achieve our vision. The NHVR Board, Executive Leadership Team and staff look forward to working with you as we deliver the commitments we've made in this plan.



The Hon Duncan Gay
Chair of the Board

Sal Petrocchio
Chief Executive Officer



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)		2023-2024	2024-2025	2025-2026
NPM 1 Fatalities and serious injuries across the industry and its supply chain reduce through increased compliance with safety requirements and adoption of key Safe System principles.				
Rate of recidivist offending		3%↓	3%↓	3%↓
Number of supply chain prosecutions		10%↑	30%↑	10%↑
Number of improvement notices issued		20%↑	40%↑	10%↑
Number of accredited operators in the National Heavy Vehicle Accreditation Scheme		5%↑	5%↑ ¹	5%↑
NPM 2 Network connections for heavy vehicles improve, and the administrative burden on operators and road managers reduces due to fewer permit requirements.				
Number of national notices issued		8	8 ²	8
Number of new notices issued		38	20 ³	20
Number of road manager pre-approvals		12.5%↑	12.5%↑	5%↑
NPM 3 The national heavy vehicle fleet is safer and more environmentally friendly.				
Number of PBS vehicles		5%↑	5%↑	5%↑
Average age of vehicles in the national heavy vehicle fleet		3%↓	2%↓	2%↓
Number of road manager pre-approvals for PBS networks		12.5%↑	12.5%↑	5%↑
NPM 4 Customer engagement with the NHVR is productive, simple and efficient.				
Average turnaround times for permit approvals		5%↓	5%↓	5%↓
Average turnaround times for PBS vehicle approvals		10%↓	5%↓	5%↓
Customer satisfaction with the NHVR Portal		≥75%	≥75%	≥75%
Customer satisfaction with the NHVR website		≥75%	≥75%	≥75%
NPM 5 NHVR employees work in a safe, supportive and inclusive working environment.				
Employee engagement		≥75%	≥75%	≥75%
Employee turnover		<10%	<10%	<10%
Total Recordable Injury Frequency Rate		<6.5	<6.5	<6.5
Lost Time Injury Frequency Rate		<8	<8	<8

¹ 2024-2025 and 2025-2026 targets may be adjusted depending on the outcomes of the HVNL Review.

² Ibid.

³ Ibid.

SAFETY



- Share data with police agencies and other regulatory bodies to deliver a more consistent approach to on-road compliance.
- Implement mobile camera technologies that aid identification of high-risk operators, vehicles and journeys.
- Investigate systemic or significant non-compliance with HVNL safety duties committed by off-road parties.
- Provide industry education and advice that supports understanding of, and compliance with, the HVNL and primary safety duty.
- Deliver, review and maintain sector-specific Industry Codes of Practice.
- Deliver initiatives from the *Heavy Vehicle Safety Strategy Action Plan 2023*.
- Undertake assurance checks of providers carrying out regulatory functions on behalf of the NHVR.
- Remove administrative barriers and provide practical tools to help industry access safer and tailored fatigue options through Advanced Fatigue Management (AFM).
- Recognise the use of Fatigue and Distraction Detection Technology for operators in AFM and provide operational guidance material to support its use.
- Finalise a proposed set of questions for inclusion in all state and territory learner driver road rules theory tests, in consultation with state and territory governments.
- 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.

PRODUCTIVITY



- Deliver and maintain an industry- and government-supported access notice schedule, prioritised by safety and productivity benefits.⁴
- Complete the implementation of automated operator pre-approval functionality in the NHVR Route Planner to reduce turnaround times.
- Undertake a pilot of the online Asset Rapid Assessment Tool and develop an implementation plan for roll-out to all road managers.
- Complete at least 200 capacity assessments of local government assets on priority routes through the Strategic Local Government Asset Assessment Project (SLGAAP) to optimise heavy vehicle access and connectivity across the network.
- Deliver the 2023–2024 actions from the *Heavy Vehicle Productivity Plan 2020–2025*.
- Develop and implement resources to support capability uplift of road managers for access decision-making, including eLearning modules and a route assessment guideline.
- Deliver a single national enforceable network map to improve productivity and safety across the heavy vehicle sector.

SUSTAINABILITY



- Continue the phased delivery of PBS 2.0 to reform the PBS scheme by optimising productivity and safety benefits, and reducing administrative complexity.
- Continue to deliver the outcomes of the PBS marketplace review.
- Implement reforms from the Commonwealth Safer Heavy Freight Vehicle Reforms package to facilitate uptake of safer and more efficient vehicles.⁵
- Progress work to remove mass barriers faced by advanced emissions vehicles.⁶
- Contribute to and support the development of regulatory frameworks that encourage the uptake of autonomous, electric and hydrogen-powered heavy vehicles to improve productivity and safety.
- Contribute to and support state and commonwealth governments plans to achieve targeted emission reductions by 2030 and strategies to achieve net zero by 2050.

⁴ 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*.

⁵ Deliverable from the NHVR's *Heavy Vehicle Safety and Environmental Technology Uptake Plan*.

⁶ Ibid.

REGULATORY CAPABILITY



- Complete the transition of HVNL regulatory services from Queensland to the NHVR, as well as the programmed vehicle inspection service.
- Develop an assurance and standards framework for the national risk-based heavy vehicle inspection scheme in consultation with jurisdictions and industry.
- Contribute to the development (and implementation as required) of policy reform proposals for the HVNL Review, including fatigue, accreditation and access.
- Finalise broader industry access to compliance information through the NHVR Portal.
- Deliver the NHVR National Spatial Program to provide a nationally consistent and dynamic route-planning platform for the heavy vehicle industry and road managers.
- Provide information and education tailored to a diverse industry through regular, targeted engagement.
- Continue to improve the accessibility and useability of the NHVR website through the Digital Accessibility Program.
- Continue to build a strong internal safety culture to support the NHVR's staff and the activities they undertake.
- Enhance capability of the NHVR's leaders and staff through a tailored leadership program.

OUR BUDGET

	2023-2024 (\$000)	2024-2025 (\$000)	2025-2026 (\$000)
Revenue			
Regulatory income ¹	178,792	190,810	196,712
Accreditation fees for service (NHVAS)	4,748	4,890	5,037
Access fees for service	5,659	5,829	6,004
Written Work Diaries	4,060	4,182	4,308
Heavy Vehicle Inspection Service	27,322	30,305	31,214
Commonwealth grant revenue ²	8,181	–	–
Other revenue ³	10,822	4,310	4,262
Total	239,586	240,327	247,537

Less:

Expenditure			
Service agreement payments ⁴	10,498	6,011	6,192
Operating costs ⁵	207,065	234,315	241,345
Project costs ⁶	42,910	18,566	15,980
Capital expenditure	8,250	3,000	3,000
Total	268,723	261,893	266,517

Net surplus/(deficit)⁷	(29,137)	(21,566)	(18,980)
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¹ Regulatory income indexed in 2024-2025 and 2025-2026 to account for fleet growth and wage/cost increases.

² Commonwealth grants are for the SLGAAP and the Heavy Vehicle Safety Initiative.

³ Other revenue includes interest received, court fees, servicing fees, escort fees and New South Wales penalty revenue.

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 a mix of Ministerial projects, Commonwealth programs and NHVR-initiated work.

⁷ Net deficit may be impacted by a change in timing or costs related to transition of services into the NHVR.

NATIONAL HEAVY VEHICLE REGULATOR

www.nhvr.gov.au

E info@nhvr.gov.au

P 13 NHVR (13 64 87)

PO Box 492, Fortitude Valley QLD 4006