



Corporate Plan

2022–23 to 2025–26



Statement of preparation

I am pleased to present the 2022 NTC Corporate Plan for the four reporting periods from 2022-23 to 2025-26.

This plan is prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with the Public Governance, Performance and Accountability Rule 2014.

This corporate plan details how the NTC will collaborate with governments and stakeholders to deliver the reform priorities of Australian infrastructure and transport ministers.

I am confident the NTC is well equipped to deliver its program of work set out in this plan while also responding to the emerging opportunities in the transport sector.

Carolyn Walsh
Chair of the National Transport Commission

Foreword

It is 20 years since the National Transport Commission (NTC) was established as an independent statutory authority.

Having been created to facilitate a national approach to road transport regulatory and operational reform, the NTC now works across the land transport system.

The National Transport Commission's (NTC) corporate plan outlines how the NTC will deliver high-value reform through partnerships, collaboration and facilitation.

Central to this will be collaborating early with stakeholders at a program level and providing greater feedback on how we have incorporated stakeholder views into proposed reforms.

The global pandemic has impacted the availability of skilled labour. Two projects being delivered by the NTC in partnership with industry and governments as facilitated reforms are focused on broadening the available transport labour pool.

The National Women in Transport initiative, agreed by transport ministers in May 2021, is a partnership between the National Transport Commission, the Department of Infrastructure, Transport, Regional Development and Communications and Infrastructure Australia aimed at getting more women working in transport.



National Women in Transport's current centrepiece is a web portal with a speakers' bureau profiling senior female transport leaders with an objective of inspiring future leaders based on the principle "you can't be what you can't see". Formalising partnerships will aim to create a self-sufficient program.

As part of the National Rail Action Plan, the NTC is working with industry, governments and educators to establish a National Rail Skills Hub. Its aim is to encourage young people and those in mid-career to choose a job in the rail sector, addressing the forecast labour shortages arising from historic levels of investment in rail proposed over the next decade. The National Rail Skills Hub will also provide a central repository for rail skills training while improving the portability of skills so recognition of skills does not stop at State borders.

The NTC is facilitating the reforms necessary to have automated vehicles operate safely on Australia's roads through the development of an end-to-end regulatory framework. Work will now start on developing new laws.

To improve government and industry understanding of tail pipe emissions from light vehicles, the NTC is working with partners to broaden the scope of data

collected for the annual Light Vehicles Emissions Intensity report. This will enable reporting on emissions across the entire fleet beyond current reporting on new vehicles only.

Early findings for the 2022 report show that despite a significant increase in electric vehicle sales off a low base, the overall emissions reductions have plateaued.

The NTC's continues to work with stakeholders and industry to develop a new Heavy Vehicle National Law, we with a focus on improved safety and productivity outcomes.

The NTC successfully pivoted to hybrid ways of working. This has enabled us to recruit experts from across Australia, reflecting our role as a national organisation.

With borders open and COVID restrictions lifted, the NTC has incorporated online and face-to-face as a way forward for collaboration and facilitation the NTC needs to undertake to achieve its objectives.

The NTC is an organisation full of talented and passionate people, and I thank all NTC staff for their commitment. I look forward to working with everyone to deliver on this ambitious program of work.

On behalf of everyone at the NTC, I extend my sincere thanks to our partners across the transport system for their help in advancing social and economic outcomes for all Australians through national land transport reform.

Gillian Miles
Chief Executive Officer
and Commissioner

About the National Transport Commission

Our vision: The NTC advances social and economic outcomes for all Australians through an efficient, integrated and national land transport system.



Who we are

Our purpose

We lead national land transport reform.

The NTC leads national land transport reform in support of Australian governments to:

- improve safety, productivity, environmental outcomes and regulatory efficiency, and enable future transport technologies
- promote an integrated and nationally consistent land transport system
- support the delivery of Australia's infrastructure and transport ministers' priorities.

Achieving national outcomes – what it looks like when we deliver on our purpose.

The NTC delivers reform to achieve national outcomes:

- Transport laws, regulations and policies are simple and consistent across Australia, making the system easier to use and understand.
- A more efficient transport system improves national productivity.
- Transport is made safer by applying safe systems and standards in step with international benchmarks where needed.
- The transport system is sustainable and ready to take advantage of new technologies as they emerge.

Our role

The NTC is a national land transport agency leading reform of Australia's road, rail and intermodal transport systems. The NTC is accountable to all Australian governments with a focus on achieving truly national outcomes.

While Australia's land transport system is national, it is managed and regulated by different governments, agencies and regulators. The legacy of a federation of states means different rules and practices were developed over time without a national focus.

The NTC's role is to reform these complex arrangements to promote better national outcomes and ensure Australia's transport systems work together.

The NTC does this by harmonising and improving laws, regulations and policies so the transport system works well for the people who use it, the freight that travels on it and the governments who manage and regulate it.

As a reform organisation, most of the NTC's work contributes to shared and long-term objectives across the wider transport system and is implemented by others. While we develop and maintain laws, we don't implement or administer them. The NTC's focus is on getting the legislative, policy, and regulatory settings in place to deliver national benefits and prepare us for the future.

The NTC can only do this by always working closely with others. We deliver reform by working with the Commonwealth, states and territories, in consultation with a range of industry stakeholders and the broader community, to negotiate solutions for all Australians.

Our values

Care

- Passion to make the world a better place
- Committed to deliver the best possible outcomes
- Empathy and respect for all

Commitment

- Accountable for everything we do
- Dedicated to pursuing and delivering meaningful work
- Own our work from start to finish

Curiosity

- Embrace and seek innovation
- Listen to learn and be open-minded
- Show initiative and ask why at every turn

Collaboration

- Work together to achieve a common goal
- Embrace diversity and different perspectives
- Pitch in to support our peers

Courage

- Seek challenge and challenge others
- Resilience through adversity
- Foster a positive risk culture

Our governance and legislation

The NTC is accountable to Australian transport ministers through the Infrastructure and Transport Ministers' Meeting (ITMM). Made up of Commonwealth, state and territory ministers responsible for transport and infrastructure, ITMM also includes local government representation. We work closely with the ministers' advisory body, the Infrastructure and Transport Senior Officials' Committee (ITSOC). The committee includes the heads of Commonwealth, state and territory agencies as well as other transport bodies.

The *National Transport Commission Act 2003* (NTC Act) and the *Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport* (IGA) establish the NTC and define its role. Transport ministers determine the NTC's program of work, set out in this plan. This plan also describes how the NTC is responding to recommendations arising from the 2021 review of the NTC (a statutory review held every six years). A *Statement of Expectations and Performance-based framework* for the NTC provides us with further direction and guidance.

Our work is structured around five portfolios that address the objectives of the IGA and the priorities set by transport ministers:

- Productivity
- Safety
- Sustainability
- Future technologies
- Strategic advice and partnerships.

The NTC has around 40 staff who are policy, engagement and economics specialists. The NTC is led by a Commission of six commissioners, including the Chief Executive Officer, with a head office in Melbourne and staff located across Australia.



How we deliver reform

How we work

The NTC works with governments at all levels, as well as industry and stakeholders, on challenges transport ministers ask us to look into. We help identify, explore, develop, and evaluate solutions to those challenges.

The NTC's forward work program is agreed annually through ITMM. We deliver our program of work through a combination of formal regulatory and policy processes, coordination and facilitation, and partnerships.

Partnerships

The NTC partners with other transport or government bodies, drawing on their expertise or role in the transport system to maximise opportunities to achieve national outcomes.

We work closely with a range of other transport bodies and have signed memorandums of understanding with our key partners the Office of the National Rail Safety Regulator (ONSR), the National Heavy Vehicle Regulator (NHVR) and Austroads.



Coordination, influence & facilitation

The NTC works across the land transport system to bring the right people together and enable them to achieve better outcomes for the system as a whole.

In many cases solutions to policy problems are found by establishing common ground between our partners and helping align their efforts.

The NTC supports the Commonwealth, states, territories, and national regulators to implement policies and ensure these are aligned with other relevant work.

We also provide strategic advice on emerging issues and opportunities. When needed, we help progress policy recommendations through other decision-making bodies.

The NTC also plays an active role in national strategies, working groups and steering committees.

Research, reporting and evaluation

The NTC provides regular analysis and reporting, including assessments of reform implementation.

The NTC is responsible for monitoring the implementation of agreed reforms and is expanding its role to deliver more comprehensive evaluations

on the impact of existing reforms. Evaluations will assess whether the reforms fully achieved the expected benefits and identify additional actions that may be required.

The NTC's regular reform monitoring and scheduled evaluations support ministers to determine the need for further action or reforms.

The NTC also undertakes research, as directed by ITMM, to support model and national law reform and broader strategic transport policy.

Regulatory instruments and frameworks

The NTC designs and develops nationally consistent regulatory and operational arrangements and is responsible for developing, maintaining and negotiating model and national law.

Developing nationally consistent regulatory frameworks to ensure the greatest productivity and safety benefits are realised across Australia is core NTC business.

The NTC also has a large ongoing program of work to maintain a suite of national laws, model laws and other instruments. This includes:

- Heavy Vehicle National Law – applied law that is hosted by Queensland
- Rail Safety National Law – applied law that is hosted by South Australia
- Australian Road Rules (model law)
- Transport of Dangerous Goods by Road or Rail (model law)
- Heavy Vehicle Charges Regulations (model law)
- Australian (Light) Vehicle Standards Rules (model law)
- Australian Defence Force Road Transport Exemption Framework.

The focus of this work is to ensure these instruments remain contemporary and consistent with the policy intent. We also capitalise on any improvement opportunities that could offer broader value. We do this through a mix of regular amendment packages provided to ITMM, and larger more systemic reviews to identify where significant change is needed.

For applied national law, the NTC works with host jurisdictions to help pass new legislation once a reform or amendment package is agreed by ministers.

The NTC is also responsible for providing advice to governments on heavy vehicle charges (guided by the pricing principles agreed by Australia's transport ministers).



Regulatory guidance

The NTC develops and maintains guidance material to complement the transport regulatory framework. This work helps support a range of transport system stakeholders.

Guidance material maintained by the NTC includes:

- Load Restraint Guide for light vehicles (Performance Standards for the Safe Carriage of Loads on Roads)
- Guidelines for Trials of Automated Vehicles in Australia – with Austroads
- National Enforcement Guidelines for Automated Vehicles
- Assessing Fitness to Drive for Commercial and Private Vehicle Drivers – with Austroads
- National Standard for Health Assessment of Rail Safety Workers.

In addition to publishing this guidance material, the NTC provides ongoing advice, clarification and information to all stakeholders to assist in understanding the policy intent of approved reforms.



How our reforms are developed, agreed and implemented

In most cases, our reform work progresses through five stages, from the initial idea through to implementation and evaluation of the impact:

1

Identifying a new reform opportunity

Ideas for potential reforms come from governments, national transport bodies and regulators, industry and the private sector, and the wider community.

The NTC may also suggest reform work arising from work it already has underway or through the evaluation of previous reforms.

Reform proposals are provided to transport ministers (through ITMM) to decide if they should be progressed. The NTC will only start progressing a reform if transport ministers have agreed that the NTC should undertake the work.

2

Developing the reform

The NTC undertakes extensive research, analysis, and stakeholder engagement to understand the problem or opportunity and identify options.

We bring this information together to develop recommendations and advice for transport ministers, balancing research and evidence, including cost-benefit analysis where needed, with the range of views we hear through consultation with all stakeholders.

3

Agreeing on the reform

ITMM (supported by ITSOC) makes decisions based on

the recommendations or advice provided by the NTC. Recommendations must be unanimously agreed by all ministers if they are to be applied nationally.

4

Implementing the reform

Once reforms are agreed by ITMM they are implemented and administered by Commonwealth, state and territory transport departments and associated road agencies. These include the National Heavy Vehicle Regulator, the Office of the National Rail Safety Regulator and Austroads.

5

Monitoring & evaluating the reform

The NTC monitors the implementation of agreed reforms and advises ITMM of any further action that may be required to achieve the projected benefits of the reform.



Our engagement commitment

The NTC is committed to a set of engagement principles:

- We engage early and often and communicate at every stage.
- We tailor engagement to suit our stakeholders.
- We know why we are engaging and are transparent about the scope, process and outcomes.
- We take the time to understand our stakeholders, their values and their points of view.
- We are inclusive and seek a diversity of views.
- We listen at every stage and reflect and capture learnings.
- We are genuine, honest, respectful and transparent in how we engage.

Who we work with and how

Collaboration is at the core of NTC's work. We can only deliver meaningful reform by engaging across transport system stakeholders. We engage broadly to identify, plan and co-create solutions that meet stakeholders' needs.

Infrastructure and transport ministers and senior officials

The Infrastructure and Transport Ministers' Meeting (ITMM) sets the strategic direction and national transport agenda. The meeting is advised and assisted by the Infrastructure and Transport Senior Officials' Committee (ITSOC).

The NTC, alongside ITSOC, acts as an expert adviser to ITMM to support the delivery of the ministers' reform priorities and work plan. ITMM approves our work program and reform proposals by consensus.



The Australian community

The community is our biggest stakeholder as our reforms affect most Australians.

Good transport connections have direct benefits to people, businesses, the environment, and the overall economy. For example, good transport

allows businesses to maintain their operations and keeps supply chains moving. It also allows individuals to connect with jobs, medical, educational and recreational facilities. With good transport links our cities, regions and communities thrive.

We are focused on making it easier for the community to understand our role, engage with us and have a say on our work.



Industry and private sector

Industry, the private sector and academia are important partners as they are experts in their field, drivers of reform (for example as developers and users of new technology) and, as regulated parties, impacted by our reforms.

The NTC draws on the expertise and experience of the private sector and industry to inform our reforms and help provide an evidence base for our work. They may also identify opportunities for future reforms.

By consulting widely, the views of industry can be properly reflected in our advice to ITMM.

National transport bodies and regulators

National transport bodies and regulators have a significant role in Australia's transport system.

The NTC maintains robust, effective and collaborative working relationships with our partner transport entities to achieve transport ministers' objectives:

- **Australian Road Research Board** – independent transport knowledge and research

- **Austroroads** – systems and research to harmonise practice and improve guidance for road transport managers
- **National Heavy Vehicle Regulator** – regulatory oversight of heavy vehicle safety and productivity in Australia
- **Office of the National Rail Safety Regulator** – regulatory oversight of rail safety in Australia
- **Rail Industry Safety and Standards Board** – development of Australia's standards, codes of practice, guidelines and rules for the rail sector
- **Transport Certification Australia** – assurance in the use of telematics and related intelligent technologies.

State, territory and Commonwealth governments and bodies

Australian governments are invested in the NTC's work as they are responsible for implementing reforms.

Australian governments reach agreement on the NTC's work and reforms through ITSOC and ITMM. The NTC works closely with transport agencies, police and work health and safety agencies to ensure our proposals are practical, supported and represent the best possible national solution.

The NTC develops policy recommendations and legislation in close collaboration with the Office of Best Practice Regulation and the Australasian Parliamentary Counsel's Committee.



International partners

The NTC works with the United Nations and international counterparts and organisations to ensure Australia's transport regulation aligns with international practices, systems and approaches, particularly in enabling new technologies and ensuring a safe transport system.

Our changing reform landscape

The NTC operates in a complex and dynamic transport environment where responsibility for transport reform is shared across all levels of government, other agencies and regulators.

This presents both challenges and opportunities across three key areas:

- understanding and responding to the transport environment
- delivering reform through partnerships and collaboration
- ensuring effective governance and operation of the NTC to support reform delivery.



Navigating a complex and dynamic transport system

Transport policy needs to keep pace with technology, the community's changing expectations and economic realities. The global pandemic's impact on freight and supply chains evidenced the challenges faced by a complex, dynamic transport system when dealing with major disruptive forces.

KEY RISK:

To be effective, the NTC needs to maintain a high degree of both broad and in-depth awareness across a changing transport environment.

Executive and senior staff in each of the NTC's policy portfolios are responsible for working with partners across the transport system and scanning trends in technology and regulation. These insights are shared and consolidated through regular program-wide discussions and forums to inform the NTC's program of work as a whole.

The NTC's **program of work for 2022-23 to 2025-26** is responding to key trends across each of its portfolios:

- **Future technologies:** The technology and testing of automated vehicles is evolving rapidly. The NTC is developing the regulatory framework needed for automated vehicles to operate safely on Australian roads.

To ensure Australia is ready, significant regulatory reform is required, including setting up a new national regulator and a national law. The NTC works in close partnership with others to ensure new laws, standards and regulations are aligned across jurisdictions and meet the expectations of industry and stakeholders.

Vehicle-to-vehicle and vehicle-to-infrastructure technology will generate data that offers opportunities to improve the safety and productivity of Australia's road network. The NTC will support work on the settings needed to balance the benefits of data sharing with privacy considerations.

- **Safety:** Road safety is a priority for all Australian governments. The **National Road Safety Strategy 2021-2030** will help guide the NTC's work in this area, along with our work maintaining the Australian model road rules. We also maintain laws to protect the safety of railway operations and have safety as a focus in our two-year Heavy Vehicle National Law work program.

Improvements in technology, including greater automation, will contribute to improve safety. However, achieving future road safety targets will require a focus on human behaviour, fitness to drive (mental and physical health) and how people interact with technology. This is reflected in the NTC's recent and planned work delivering legislation, guidelines and standards.

The NTC also maintains the Australian Code for the safe transport of dangerous goods over land, and related guidelines and model laws, in step with international standards. This is a critical task as global trends mean the transportation of dangerous goods is a continually evolving and high-risk space.

- **Productivity:** A growing economy relies on an efficient transport system. The disruption to freight and supply chains resulting from the COVID-19 pandemic created new challenges as the freight task grew and borders closed, changing the ways the industry operates. It showed the need for regulations that are flexible and able to respond to a dynamic environment.

The pandemic has also impacted how we use and regulate our transport infrastructure to meet consumer demand for alternative or more flexible transport options (such as e-scooters or Mobility as a Service schemes).

The NTC's work developing more streamlined and outcome-focused regulation, in addition to improved governance and decision-making frameworks, will help address future challenges and disruptions and support a more efficient and productive freight sector.



- **Sustainability:** The transport sector is the third largest greenhouse gas emitter after the energy sector, responsible for around 18 per cent of Australia's emissions. Global and local commitments to net-zero emissions presents a significant opportunity for emissions reduction in transport, including through the continued uptake of low or zero emissions vehicles, and new and emerging low emissions technologies.

Australian governments have been making significant investments in both freight and passenger rail networks, with continued investment expected to support economic recovery and improve productivity and system sustainability. This highlights the importance of the NTC's role in working towards increasing levels of interoperability and harmonisation, with opportunities to tackle the legacy issues of federation and prepare for the future.

- **Strategic advice and partnerships:** There is increasing demand for the NTC to play a stronger role in evaluating the outcomes of national transport reforms, in particular whether economic and safety benefits have been achieved and to what extent. This builds on the NTC's existing work providing independent reform advice to transport ministers.

There are also increasing opportunities for the NTC to achieve national outcomes through formal partnerships and joint initiatives with other organisations. The NTC is taking advantage of these opportunities through a more formal partnerships model.

Delivering reform within this complex environment requires an in-depth understanding of everyone operating within it, and how their objectives and roles align with the NTC's reform work. The range of timeframes, agencies and sectors coming together to deliver transport reform adds another layer of complexity.

KEY RISK:

The NTC needs to manage competing priorities, timelines, and stakeholder capacity across the transport sector to successfully deliver reform.

The NTC is taking a more active role as a facilitator to help promote and coordinate a cohesive approach to reform across national bodies and the wider transport system. This makes us well placed to provide a holistic view of reform programs to show how the work of multiple national bodies is aligning to deliver reform outcomes.

Shaped by transport minister's priorities, our reforms are planned and developed in close consultation with our partners to remove duplication. We also take into account stakeholders' capacity to engage when developing timeframes. Through our planning we also look for opportunities to improve how work is delivered across the sector, for example, transitioning relevant legislative maintenance tasks or operational policy to national regulators.

See [‘Our program of work for 2022-23 to 2025-26’](#) for more detail on what the NTC will be delivering in response to our transport environment.



Delivering reform through partnerships and collaboration

Our transport system is becoming more interconnected and complex. It means working in partnership with others – both within and outside the traditional transport sphere – is increasingly the most effective way to achieve national objectives.

Within this environment, the NTC engages widely and acts as a facilitator across the system to deliver more through partnerships and collaboration: see **'Who we work with and how'** for more on how we partner and collaborate.

Effective stakeholder engagement is critical to the NTC's success. That's why we have prioritised engagement as a core capability. This is reflected in our operating model, organisational structure, capability framework, organisational development, and processes and systems.

KEY RISK:

To successfully deliver reform, the NTC needs to effectively engage stakeholders, and undertake more targeted and transparent communication and feedback including:

- Developing shorter and more targeted consultation products that are responsive to our stakeholders.
- Providing feedback to key stakeholders on how and why their comments were considered and incorporated or rejected, along with greater visibility of NTC recommendations to ITSOC and ITMM, to the extent possible.

The NTC recognises the need for a range of consultation products to effectively engage stakeholders and make our work accessible to a wider audience. Our focus is on complementing or replacing our formal papers and reports with more targeted materials, including one-page summaries, infographics, videos and digital engagement through our website.

COVID-19 saw the NTC quickly move to digital platforms to engage with stakeholders, which created opportunities to engage more broadly and effectively. We are continuing to build our capability to undertake more collaborative and digital engagement and applying this to tailor our approach for each audience and purpose.

The NTC is committed to providing transparency and feedback to stakeholders on our reform processes as far as possible. There are opportunities for the NTC to provide more feedback through our website or direct to stakeholders summarising what we heard through consultation and how we have used it, including who has made decisions and how. There are also opportunities for the NTC to hold more multilateral meetings that allow different stakeholders to hear directly from each other and gain insight into the range of views being provided to the NTC for consideration.

The NTC is also working with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on ways to provide stakeholders with greater visibility of matters being considered by ministers, for example, industry briefings before and after key meetings.

KEY RISK:

To successfully deliver reform, the NTC needs to undertake more collaborative, early, and programmatic engagement to develop and implement reforms, including:

- Engaging early and applying 'co-design principles' and a more collaborative approach to problem definition and solutions development with all stakeholders.
- Adopting a program approach to engagement rather than separate engagement on individual projects.

The NTC engages with key stakeholders throughout the reform process. Stakeholders also provide formal governance and input on specific aspects of the NTC's work and programs through reference and working groups, with group membership drawn from government and industry or the private sector.

There are opportunities for the NTC to broaden our engagement approach through the use of 'co-design principles,' placing greater emphasis on early engagement to shape reform work. We are also formalising a partnerships framework to strengthen our relationships (both new and existing) and broaden our engagement networks.

Increasingly, the NTC is delivering its work through programs of activity. These programs bring together related projects that are working towards the same outcomes and share the same stakeholders. This allows the NTC to take a more outcomes-oriented approach to its engagement while also minimising the 'consultation burden' on stakeholders.

See 'Our capability' for more detail on how the NTC is responding to our stakeholder environment and actively improving how we engage to deliver reform.

Operating as an effective public sector agency in a changing environment

The NTC is operating in a rapidly changing and fast-paced environment. To successfully deliver our reform work in this environment we need to adapt and respond while maintaining excellence in public governance, performance and accountability. This means the NTC must be a more adaptable, digital and future-ready organisation.

KEY RISK:

The tight labour market and dynamic transport policy environment makes it challenging to develop and retain the skills and capability required to deliver the NTC's program of work.

The NTC is responding by broadening how and where we recruit, embedding our policy capability framework, focusing on core policy and engagement skills, and enhancing our strategic workforce planning and development. This is supported by a more agile operating model that enables the NTC to pivot and respond to changing priorities.

The COVID-19 pandemic has expedited changes in how the NTC works. In 2020 the entire organisation moved quickly to remote working, and a hybrid of office-based and work-from-home arrangements is expected to become our 'new normal', bringing with it both challenges and opportunities.

KEY RISK:

The NTC needs to capitalise on and embed the more agile work practices adopted for COVID-19 to enable more resilient and effective delivery of the program of work.

The transition to and normalisation of remote working practices provided opportunities for the NTC to become more agile in recruiting for, resourcing, working on and engaging on reform work. We are now embedding these more flexible practices as business-as-usual to improve how we operate in the longer term.

The NTC has capitalised on remote working by broadening our recruitment to include people based in locations across Australia. This allows us to get the best people for the role regardless of where they are based, gives us a workforce that better reflects our national role, and enables more local engagement with our partners in other locations. We are complementing this with co-location arrangements to provide remote staff (including from partner agencies) with a local office to work from.

The NTC is also bringing in specialist skills and resources only as needed to supplement our core workforce. This allows us to focus on excellence in our core skills of policy development and engagement while being able to quickly scale up or change tack to deliver additional work as needed.

Remote working and the impacts of the pandemic have called for an increased focus on staff wellbeing and engagement. The NTC is placing greater emphasis on ensuring all staff are supported and feel connected to our purpose and culture regardless of where they are working. The NTC's work health and safety program is playing an increasingly prominent role in managing mental and physical health considerations (including COVIDSafe planning) both in and out of the office.

Remote working and stakeholder engagement places additional demands on our technology capabilities. The NTC has effectively moved to a fully digital workplace and is looking to enhance capabilities by developing information and communications technology (ICT)

systems that enable efficient, agile and collaborative work practices and effective digital engagement with all stakeholders. To support this more digital approach, we are maintaining our strong focus on cybersecurity to protect our information and systems.

Effective program and corporate governance underpins the NTC's ability to deliver reform work and meet the legislative obligations and performance expectations of a public sector organisation. The transport ministers' *Statement of Expectations* for the NTC directs the Commission to:

- "Create a culture of performance that effectively carries out the transport ministers' priorities with available resources, expertise and systems."
- "Maintain high standards of professionalism, service, probity, reporting, accountability and transparency, consistent with Governments' aims of excellence in the public sector."



KEY RISK:

The Commission needs to deliver on all aspects of the transport ministers' Statement of Expectations to ensure the success of the NTC.

The Commission has a clear focus on the NTC's delivery, governance and relationships and addresses the *Statement of Expectations* through the NTC's corporate plan. As a commissioner, the NTC's Chief Executive Officer provides a strong link between the organisation and Commission, and the Commission has additional oversight and input into the NTC's work and governance through four regular meetings a year.

Further oversight is provided through the Risk, Audit and Governance Committee, a committee of the NTC Commission that is responsible for independently assessing the NTC's governance and risk management policies and procedures, risk environment and management of that environment. The Commission also meets as needed to discuss matters in more detail, and commissioners use their own expertise and networks to support the NTC's reform delivery.

The NTC has moved to a new and more agile operating model to more effectively resource, manage and deliver our reform work, and to optimise expertise across the organisation. We will continue to embed and refine this model and to develop and support effective leadership to promote an engaged workforce and high-performing culture.

As a government agency, the NTC's governance practices are aligned with relevant legislation, including the *Public Governance, Performance and Accountability Act 2013*, whole-of-government policies such as the National Archives of Australia's information management policies, and the processes to get our work submitted to and approved by transport ministers. We are streamlining our processes and practices to deliver on these requirements as efficiently as possible to optimise our capacity as a small organisation.

The small size and more agile deployment of the NTC's workforce makes longer term succession planning, knowledge sharing and information management increasingly critical.

KEY RISK:

The NTC has a lot of specialised reform knowledge that needs to be maintained and shared to ensure continuity and efficiency in how the NTC delivers reform.

The NTC is taking an active approach to developing, sharing and documenting critical knowledge, skills and processes to ensure continuity and reduce the risk of information being lost. This is being further supported with enhanced workforce planning and the associated capability framework.

See '[Our capability](#)' for more detail on how we are ensuring effective governance and operation of the NTC to support reform delivery.



Leading and delivering reform

The NTC works with its partners to deliver reform as part of the wider transport system.

We do this through:

- Our program of work – the reform work we will undertake to achieve national outcomes.
- Our capability – the skills, expertise, and organisational capability that enable us to deliver our program of work.

Our program of work for 2022–23 to 2025–26

The key activities the NTC will undertake to achieve its purpose are delivered through its program of work. This program of work is shaped around reform portfolios that address the objectives of the *Intergovernmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport* and the priorities set by transport ministers – future technologies, safety, productivity, sustainability and strategic advice and partnerships.

The NTC's work has been planned across the next four years as set out in this section. We will add additional work requested by ITMM as it emerges.

Enabling future technologies

The future technologies portfolio focuses on removing barriers to innovation and enabling the safe use of new and emerging transport technologies so Australians gain the safety, mobility and environmental benefits of these technologies. Our emphasis is on ensuring Australia's policy and regulations keep pace with rapidly evolving transport technologies, including the development of connected and automated vehicles.

Automated vehicle program

This reform program focuses on achieving national consistency with the goal of end-to-end regulation to support the safe commercial deployment and operation of automated vehicles at all levels of automation in Australia. The key activities in this program are:

Establishing an in-service safety regulatory regime for automated vehicles

Developing a national regulatory framework and intergovernmental agreement for the in-service safety of automated vehicles on Australian roads.

Developing a national approach for state and territory law changes to support automated vehicles

Developing a national approach to state and territory law changes to complement the national regulatory framework for automated vehicles.

Developing a nationally consistent approach to on-road enforcement for automated vehicles

Developing a nationally consistent approach that allows state and territory law enforcement officers to interact with and respond to the road safety risks of automated vehicles.

Reviewing the National enforcement guidelines for automated vehicles

Regularly reviewing and updating the *National enforcement guidelines for automated vehicles* (which clarifies concepts of control and proper control for different levels of automation) to ensure it remains fit for purpose.

	2022-23	2023-24	2024-25	2025-26
Establishing an in-service safety regulatory regime for automated vehicles				
Developing a national approach for state and territory law changes to support automated vehicles				
Developing a nationally consistent approach to on-road enforcement for automated vehicles				
Reviewing the National enforcement guidelines for automated vehicles				



Automated vehicle program continued...

Supporting the development of an action plan for building Australia's automated vehicle readiness

Recommending actions to improve Australia's overall readiness for automated vehicles, across policy and legislation, technology and innovation, infrastructure, and business and consumer acceptance.

Updating the *Guidelines for Trials of Automated Vehicles in Australia*

Regularly reviewing and updating the *Guidelines for Trials of Automated Vehicles in Australia* (which set conditions for trials of automated vehicles) to ensure they remain fit for purpose and support safe trialling of automated vehicles in Australia.

To deliver the automated vehicles program of work, the NTC is working with an Automated Vehicles Senior Advisory Group, which represents all states, territories and the Commonwealth and is supported by the Automated Vehicles Legislative Policy Group. This advisory group is supplemented with specific purpose engagement forums for individual reforms and an Automated Vehicle Industry Insights Group that provides industry input to the program.

Vehicle data program

This program supports the optimised use of vehicle data while managing commercial, privacy and security issues, and without creating barriers to deploying technology. The key activity in this program is:

Leading the National Vehicle Data Working Group

Working with industry stakeholders, the Commonwealth, state and territory governments and Austroads to formally establish the National Vehicle Data Working Group and report back to ITMM annually on progress.

The working group will lead development of the vision and principles for the future exchange of vehicle and road operator data.

Improving safety outcomes

The safety portfolio focuses on promoting the safe movement of people, freight and services while managing the challenges and opportunities posed by evolving technology.

Road safety program

The NTC is responsible for maintaining several national and model laws and guidelines to support safety on Australia's roads. The NTC also undertakes other work as directed to improve road safety. The key activities in this program are:

Updating the Australian Road Rules*

Regularly reviewing and updating (when required) the model Australian Road Rules that form the basis of road rules of each Australian state and territory.

Scoping options to deliver a safe system review of the Australian Road Rules

Preparing to deliver on the National Road Safety Strategy by scoping options for a comprehensive review of the Australian Road Rules against the safe system principles.

Updating the Load Restraint Guide for light vehicles

Periodically reviewing and updating the *Load Restraint Guide for light vehicles* to provide light vehicle operators with basic safety principles for the safe carriage of loads when packing, loading, moving or unloading a vehicle.



Road safety program continued...

	2022-23	2023-24	2024-25	2025-26
Updating the Assessing Fitness to Drive guidelines Regularly reviewing, with Austroads, the <i>Assessing Fitness to Drive</i> guidelines to ensure the medical standards reflect current medical knowledge and practices. The guidelines are a joint NTC and Austroads publication containing the nationally agreed medical standards for granting a driver's licence.				
Identifying options to improve the diagnosis of medical conditions in heavy vehicle drivers to reduce road safety risks Identifying options to improve the diagnosis of sleep apnoea, diabetes and cardiac risk levels in heavy vehicle drivers, with a view to incorporating findings into the <i>Assessing Fitness to Drive</i> guidelines to reduce the risk of death, injuries and vehicle damage stemming from these medical conditions.				

The NTC engages widely across the transport, enforcement, workplace, health and safety sectors to deliver the road safety program.

To deliver the *Assessing Fitness to Drive* standards, the NTC works with specialist medical colleges and working groups to consult with medical professionals, driver licensing agencies, coroners and public health groups.

The NTC delivers the *Load Restraint Guide* in consultation with its Load Restraint Guide Maintenance Advisory Group, which includes states and territory road authorities.

* This law is regularly reviewed but amendment packages will only be developed if required.

Rail safety program

The NTC maintains both the Rail Safety National Law and the *National Standard for Health Assessment of Rail Safety Workers* and undertakes any other relevant work to improve rail safety in Australia. The key activities in this program are:

	2022-23	2023-24	2024-25	2025-26
Updating the Rail Safety National Law* Regularly reviewing and updating (when required) the Rail Safety National Law to promote a seamless and coordinated national approach to rail safety regulation in Australia.				
Updating the National Standard for Health Assessment of Rail Safety Workers Periodically reviewing and updating the <i>National Standard for Health Assessment of Rail Safety Workers</i> . This is the standard against which all health assessments of rail safety workers in Australia are conducted. It provides practical guidance for rail transport operators for managing the risks posed by the ill health of rail safety workers.				

The NTC reviews and updates the Rail Safety National Law with industry, states, territories and the Office of the National Rail Safety Regulator (ONRSR). When reviewing the *National Standard for Health Assessment of Rail Safety Workers*, the NTC consults closely with industry, rail unions, rail safety regulators and medical professionals.

* This law is regularly reviewed but amendment packages will only be developed if required.



Land transport of dangerous goods program

The NTC is responsible for maintaining the Australian Code for the Transport of Dangerous Goods by Road and Rail and the related Transport of Dangerous Goods by Road or Rail model laws and undertakes any other opportunities to improve the land transport of dangerous goods. The key activities in this program are:

Updating the land transport of dangerous goods code and model laws

Maintaining the Code and model laws in alignment with United Nations recommendations on the Transport of Dangerous Goods Model Regulations while identifying and progressing any other opportunities to improve the consistency and efficiency of regulating the land transport of dangerous goods in Australia.

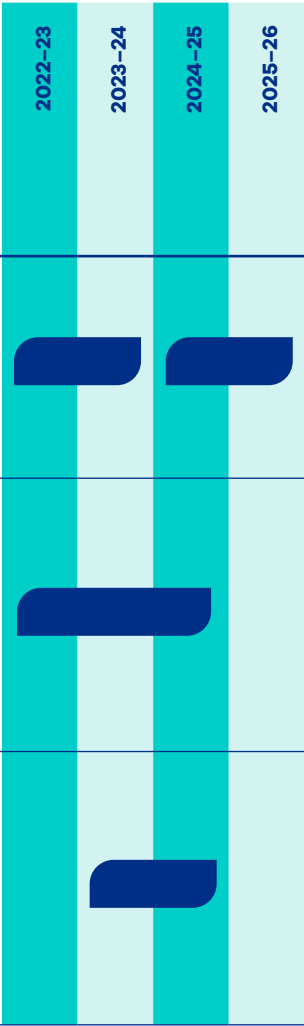
Undertaking a comprehensive review of the land transport of dangerous goods code

Conducting a full review of the Australian Code for the Transport of Dangerous Goods by Road and Rail (including the Australian-specific chapters that are not part of the regular updates) to update outdated chapters, identify and correct translation errors, and incorporate relevant concepts from the United Nations agreement on the land transport of dangerous goods to make the Code’s requirements easier to understand.

Establishing training requirements for the land transport of dangerous goods

Developing a training matrix based on a training needs analysis, including discrete, task-specific training, and exploring the potential for a dangerous goods specialist advisory competency. This would provide greater clarity for those involved in transporting dangerous goods, enable more fit-for-purpose training packages on the open market, and align with similar initiatives in the maritime and air transport sectors.

The Code and associated laws place duties on those who classify, pack, label and consign dangerous goods as well as those who transport them. To deliver the dangerous goods program successfully, the NTC engages extensively with competent authorities, including the Competent Authority Panel, transport agencies, peak bodies for operators and carriers who transport dangerous goods, and industries and associated industry bodies across the entire dangerous goods supply chain.



Increasing productivity

The NTC is focused on promoting competitive national and international supply chains while reducing regulatory burden, to support a more productive and efficient land transport system.

Heavy vehicles program

The NTC is responsible for maintaining the Heavy Vehicle National Law (HVNL), which regulates heavy vehicles over 4.5 tonnes gross vehicle mass in participating states and territories. The NTC also undertakes other work as directed to support heavy vehicle safety, productivity and innovation. The key activities in this program are:

Delivering the Heavy Vehicle National Law Safety and Productivity Program

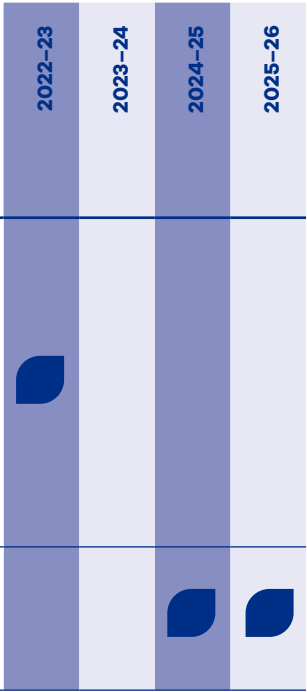
Developing a new Heavy Vehicle National Law (HVNL) that will:

- be a modern law that provides a flexible, risk-based regulatory framework to ensure the safe and efficient operation of heavy vehicles on Australian roads
- empower industry and government to take advantage of future innovation and technology opportunities
- improve safety and reduce costs to benefit the community, industry and governments.

Updating the Heavy Vehicle National Law*

Regularly reviewing and amending the National Law (following implementation of any changes) to ensure it remains contemporary and meets its policy objectives.

To deliver the heavy vehicle program the NTC is engaging extensively across governments and the heavy vehicle sector, and working with dedicated groups to advise us and ensure stakeholder representation. This has included strategic oversight from senior representatives in each jurisdiction; an Expert Panel (appointed by ministers) with expertise in productivity and experience across the transport sector; industry; and heavy vehicle regulators including the National Heavy Vehicle Regulator, police and state road authorities. The NTC is also supporting the further consultation by Mr Ken Kanofski on the new HVNL.



* This law is regularly reviewed but amendment packages will only be developed if required.

Australian Defence Force exemption framework program

The NTC is responsible for maintaining the *Australian Defence Force Road Transport Exemption Framework*. This framework provides nationally uniform exemptions for using Australian Defence Force military vehicles and equipment on public roads. It aims to reduce risk and minimise damage to roads and related structures while allowing oversized Australian Defence Force vehicles to operate on approved routes without the need to apply for special permits. The key activities in this program are:

Updating the Australian Defence Force exemption framework

Periodically updating the *Australian Defence Force Road Transport Exemption Framework* to ensure it remains current.

Developing an online geospatial tool to digitise the Australian Defence Force exemption framework

Translating the current turn-by-turn descriptions of approved routes in the *Australian Defence Force Road Transport Exemption Framework* into a geospatial, web-based tool to make the Framework more accessible for jurisdictions and the Australian Defence Force, allow it to be integrated into online maps and streamline the ongoing process for updating the Framework.

The NTC delivers this program in collaboration with the Australian Defence Force Exemption Framework Working Group which represents all states and territories' road agencies, the National Heavy Vehicle Regulator and the Australian Defence Force.

2022-23	2023-24	2024-25	2025-26

Vehicle standards program

The NTC is responsible for maintaining the Australian Light Vehicle Standards Rules (model law) and the Heavy Vehicle (Vehicle Standards) National Regulation (under the Heavy Vehicle National Law and model law in Western Australia and the Northern Territory) to ensure they remain contemporary and promote improved transport productivity and safety outcomes.

These instruments prescribe vehicle standards that regulate the in-service standards for vehicles (including engine brake noise limits) in alignment with the Australian Design Rules which are developed and administered by the Commonwealth Government.

As needed, the NTC also updates the *National Stationary Exhaust Noise Test Procedures for In-Service Motor Vehicles*. The key activities in this program are:

Updating the vehicle standards for light and heavy vehicles

Regularly reviewing the Australian Light Vehicle Standards Rules and the Heavy Vehicle (Vehicle Standards) National Regulation.

Reviewing options to achieve national harmonisation of light vehicle modification standards

Developing options to achieve national harmonisation of modification standards for light vehicles.

The NTC engages with states, territories, the Commonwealth Government, the National Heavy Vehicle Regulator, industry and a range of specific road-user stakeholders to deliver the vehicle standards program.

2022-23	2023-24	2024-25	2025-26



Improving sustainability outcomes

The sustainability portfolio helps facilitate a sustainable transport system that enables us to achieve our desired social, economic and environmental outcomes in both the short and long term.

National Rail Action Plan program

This reform program is focused on improving the productivity, safety and ongoing sustainability of Australia’s rail network. In 2019, transport and infrastructure ministers approved the NTC’s National Rail Action Plan, which focusses on three critical areas for reform:

- skills growth and labour availability
- harmonisation of rollingstock components and standards
- interoperability of train control and signalling systems.

This foundational plan led to the current work program of national rail reform and ongoing collaboration. The key activities in this program are:

Establishing a National Rail Skills Hub

Developing a virtual National Rail Skills Hub to coordinate government and industry initiatives to help grow a workforce that can move around where and when they’re needed, to meet demand.

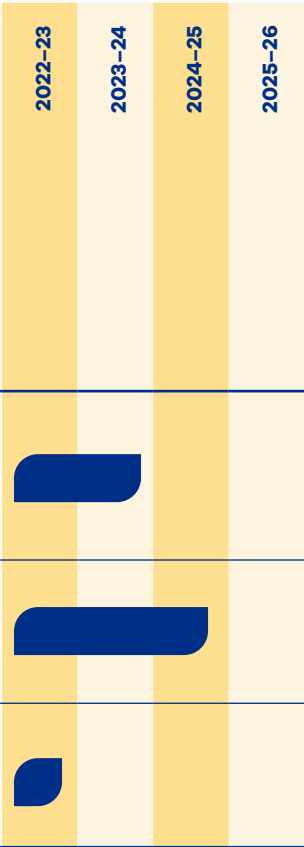
Increasing harmonisation across the rail network

Identifying and progressing opportunities to harmonise standards, rules and components for rolling stock, rail infrastructure, and communications and control systems.

Improving interoperability across the rail network

Developing a national rail interoperability framework to achieve more formal coordination and adoption of a system-wide approach across Australia.

To deliver this program of work, working groups have been set up and aligned with the three key reform areas. The groups are co-chaired by representatives from industry and government. Members include representatives from industry, the Australasian Railway Association, the Rail Industry Safety and Standards Board, and national, state and territory governments.



Emissions reporting

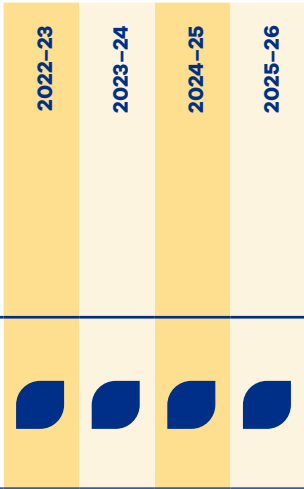
The NTC has been collating and reporting on the carbon dioxide emissions intensity of cars and light commercial vehicles since 2009. This reporting gives consumers and governments a transparent benchmark on how Australia’s car emission performance is tracking.

The NTC is working with other jurisdictions and organisations to explore potential new data sources so that we continue to provide a single source of truth for governments, businesses and consumers. The key activity in this program is:

Reporting on carbon dioxide emissions intensity for Australian light vehicles

Developing and publishing an annual report on the carbon dioxide emissions intensity of cars and light commercial vehicles.

The NTC engages with the Federal Chamber of Automotive Industries, states and territories (transport agencies and fleet managers) and the Commonwealth Government to provide emissions reporting. The NTC has established an inter-jurisdictional working group to consider continual improvements in emissions reporting and to link with other relevant developments across the transport sector.



Strategic advice and partnerships

This portfolio draws on the NTC’s specialist expertise and role as an independent body to add value to transport ministers by:

- providing advice to support decision-making on the implementation, maintenance, and reform of the policy and regulatory system
- progressing joint initiatives through a partnerships model to achieve better outcomes for the transport sector.

Heavy vehicle charges program

The NTC is responsible for providing advice to governments on heavy vehicle charges (guided by pricing principles agreed by Australia’s transport and infrastructure ministers). These charges are intended to recover the road construction and maintenance costs that are attributed to heavy vehicles. The key activities in this program are:

Undertaking a heavy vehicle charges determination

Undertaking a heavy vehicle charges determination to review the current pay-as-you-go methodology for setting heavy vehicle charges and providing recommendations on any improvement opportunities back to ITMM in 2022.









Advising on an annual adjustment to heavy vehicle charges

Calculating the annual heavy vehicle charges and recommending an annual adjustment to these charges to allow revenue from heavy vehicle charges to keep pace with changes in heavy vehicle fleet use and governments’ road spending programs.

In the years between determinations, the NTC applies an annual adjustment formula as contained in the Heavy Vehicle Charges Model Law.

Maintaining and improving the forward-looking cost base prototype model

Continuing to maintain and update the prototype forward-looking cost base model in support of the Land Transport Market Reform work (led by the Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts) by collecting road expenditure data each year and incorporating it into the model.

2022-23	2023-24	2024-25	2025-26
			
			
			

To deliver the determination the NTC is working closely with states, territories and the Commonwealth, national and state-based trucking and road transport bodies, and particular industry sectoral groups.

The NTC maintains relationships with states, territories and the Commonwealth Government (transport agencies and treasuries) to support the forward-looking cost base prototype model and calculate the annual adjustment to heavy vehicles.

Reform monitoring and evaluation





The NTC is responsible for providing assessments of the implementation of agreed reforms, including analyses on derogations and variations and:

- the reasons for any delay, barriers to implementation, and actions required to address the delay
- whether any variations were implemented that would reduce the benefits of the reform
- minor policy reviews as needed to assess the success of implementation.

The NTC also delivers larger evaluations (when scheduled) on the impact of existing reforms, including whether further uniformity is required to optimise productivity and safety benefits. The key activities in this program are:

Delivering the National Transport Reform Implementation Monitoring Report

Developing the annual *National Transport Reform Implementation Monitoring Report* to provide Ministers with an understanding of whether reform objectives and their anticipated benefits were achieved.

2022-23	2023-24	2024-25	2025-26
			

The NTC’s reform monitoring is informed by engagement with states, territories, the Commonwealth Government, the Heavy Vehicle National Regulator and the Office of the National Rail Safety Regulator.

Strategic partnerships program

The NTC leads the development of strategic partnership opportunities to accelerate and facilitate land transport system reform. The key activities in this program are:

Facilitating the development of the National Women in Transport initiative

Expanding the speakers' bureau, developing a collection of resources and research, and establishing a partner program of collaboration events to:

- recognise the significant contributions of senior women in transport
- increase participation by women in the transport sector
- support the creation of a modern and inclusive transport sector.

Assisting Austroads with the Review of the National Heavy Vehicle Driver Competency Framework

Assisting Austroads to develop a regulatory impact analysis as part of a review of the National Heavy Vehicle Driver Competency Framework to deliver a harmonised Australian licence training and assessment framework.

The NTC is coordinating the development of the National Women in Transport program together with government and industry partners, including the Commonwealth Government and Infrastructure Australia.

In addition to working with Austroads, the NTC will also work with states and territories and the Office of Best Practice Regulation to help with the Review of the National Heavy Vehicle Driver Competency Framework.

For more information and progress updates on the NTC's work, visit our website at www.ntc.gov.au.

2022-23	2023-24	2024-25	2025-26



Our capability: the foundation for reform

Our focus is on getting the right people, culture, expertise and systems together to deliver reforms that improve how our transport system operates.

We will do this by focusing on five key capabilities: reform expertise, engagement and collaboration, agility, a culture of performance, and operational excellence.



Reform expertise

Expertise and capability that delivers workable solutions and high-value reform

Our focus areas

- **Regulatory reform** – in-depth understanding of regulation and legislative and parliamentary processes to deliver workable implementation options that readily translate into law.
- **Influence and facilitation** – able to create a robust case for change and support stakeholders across the transport system to deliver it.
- **Policy design and evaluation** – combine research, qualitative and quantitative analysis, and deep critical thinking to develop clear and compelling advice that provides all the information required to act.
- **Agile and responsive policy development** – draw from a range of contemporary policy practices to take the best approach for each problem or opportunity and innovate to deliver reform more effectively.

Key activities

The NTC will continue to develop and maintain our expertise with initiatives, including:

- Expanding our evaluation capability and capacity, with a focus on economics and data analytics.
- Developing an NTC evaluation framework and practices that are consistent with best practice and that enable the NTC to provide advice on the value and impact of transport reforms, and further opportunities for improvement.
- Aligning recruitment, workforce planning, learning and development activities and performance management with the NTC Capability Framework.
- Using Communities of Practice and Centres of Excellence to share, record and develop our knowledge base.
- Challenging and testing our reform ideas and proposals in formal peer forums and review practices to drive outcomes-thinking.
- Exploring options to make our policy development processes more agile and responsive.
- Providing greater opportunities for staff to work across locations, teams and roles to gain experience and knowledge and make the best use of everyone's skills and knowledge.
- Continuing to employ staff located across Australia to get the right skills and experience.



Engagement and collaboration

Putting collaboration at the heart of everything we do by engaging the right people, in the right way, and at the right time to achieve the best outcomes

Our focus areas

- **Collaboration mindset** – delivering outcomes through early and continuous engagement, co-design principles, partnerships and networks, while being respectful of stakeholder time and capacity to engage.
- **Tailored approach** – targeted and effective communication and engagement that is fit for the purpose and audience and make it easy to work with the NTC.
- **Responsive and transparent engagement** – provide ongoing, responsive and transparent feedback to stakeholders on what the NTC is hearing, how it is being used, and how decisions are being made.
- **Awareness** – being aware of our stakeholders' priorities and wider context to ensure productive relationships and enable us to navigate issues and situations with sensitivity and understanding.

Key activities

Our initiatives to improve how we engage, collaborate and demonstrate our **engagement commitment** include:

- Embedding a partnerships framework to strengthen our relationships and broaden our engagement reach and effectiveness.
- Developing shorter and more targeted consultation products to complement or replace our formal papers and reports.
- Exploring options to embed co-design principles into our policy practices.
- Embedding dedicated engagement specialists within reform teams to reshape how we plan and deliver our work to ensure it is designed with, and for, our stakeholders.
- Optimising the use of digital platforms and ICT systems to enable effective digital engagement, increase our engagement reach, and make it easier for people to engage with us.

Agility

An organisation that moves quickly and adapts to deliver the right outcomes at the right time

Our focus areas

- **An agile workforce** – adaptable, resilient and responsive to change in what we need to deliver and how we work, underpinned by fit-for-purpose systems and practices that allow us to dynamically scale and resource to priorities.
- **Leadership at all levels** – everyone is informed and empowered to take action and use their skills and knowledge to lead change; leadership at the NTC enables people to deliver outcomes.
- **Delivering for outcomes and value** – an outcomes-oriented mindset that looks for how to optimise value and find the best way to deliver it.
- **Positive risk culture** – an honest and proactive approach to managing risk while not being constrained by a fear of failure.



Key activities

Our initiatives to improve agility include:

- Continuing to embed and refine the NTC's agile operating model to apply the right skills at the right time while delivering our program of work in a streamlined and cohesive way.
- Reviewing and refining our program and project management practices to be streamlined and fit for purpose, supported by ICT systems that more effectively plan and manage our work and resources.
- Making it easier for people to work across teams and projects by recording and sharing our institutional knowledge, implementing ICT systems that enable more agile and collaborative work practices, and improving consistency in how we manage and deliver our work across the organisation.
- Shaping learning and development opportunities around promoting a collaborative leadership culture, equipping staff to effectively drive and lead change, and developing leadership capability at all levels of the organisation.



Culture of performance

A high-performing organisation with an engaged and capable workforce and a culture that inspires

Our focus areas

- **Quality-oriented** – taking pride and ownership in delivering work to the highest quality possible and driving a culture of intellectual curiosity that shares and learns from both failure and success.
- **Engaged and committed** – being emotionally and intellectually engaged and passionate about what the NTC does, and actively driving improvement.
- **Proactive communicators** – effectively sharing and exchanging information and ideas through a strong communication culture that promotes transparency and clarity and gives everyone the knowledge and confidence they need to excel.
- **Values-led** – living the NTC core values of care, commitment, courage, curiosity and collaboration to create a positive and productive workplace culture that celebrates success and delivers outcomes.

Key activities

To shape a performance-oriented culture our initiatives include:

- Embedding robust quality assurance processes and practices to ensure all work is tested and challenged at every stage of development and delivered to a high standard.
- Supporting all staff to take ownership of providing consistent, regular, transparent and genuine communication.
- Actively responding to annual staff engagement surveys and other feedback channels, and developing the NTC's staff recognition program in alignment with our core values.
- Using our working group on culture and values to improve engagement and our working environment.
- Proactive workforce planning and development that looks at how to optimise training for the NTC, ensures learning is transferred into the workplace, and plans for the future.

Operational excellence

A strong foundation that enables the effective delivery of our work

Our focus areas

- **Public governance, performance and accountability** – demonstrating a culture of judgement, initiative and capability in how we manage our resources as a government agency.
- **Organisational efficiency and resilience** – streamlined processes and practices that are adaptable in the face of change, disruption and uncertainty to ensure we can always engage and deliver our work effectively.
- **Responsive ICT and facilities management** – reliable and fit-for-purpose digital and physical infrastructure that supports us to deliver our work efficiently.
- **A workplace that promotes health and wellbeing** – a positive and inclusive workplace culture that brings out the best in everyone, supports the wellbeing of our people and ensures productive and respectful employee relations.



Key activities

The NTC will maintain the robust governance and resource management practices already in place and will improve how we deliver operational excellence by:

- Delivering a comprehensive staff wellbeing program that includes integrating COVID-19 measures into business as usual and a greater focus on ensuring people are supported and connected with colleagues.
- Exploring how to optimise hybrid working practices and capitalise on the more agile work practices adopted in response to COVID-19.
- Making our processes and practices more efficient and resilient by:
 - adopting a 'digital by default' approach to optimise how we use resources and collaborate, and building our digital communication expertise and capacity
 - reviewing and streamlining core processes to be as intuitive as possible and automating or enabling with technology where feasible
 - using the NTC's 'Tools and Processes' working group to identify and progress improvement opportunities
 - conducting an external review of our business continuity arrangements
 - assessing and improving the NTC's risk management maturity in line with the Commonwealth Risk Management Capability Maturity Model.
- Improving the NTC's corporate planning processes and enhancing our ICT capability to monitor and report against these plans and other key performance measures.
- Continuing to enhance the NTC's digital architecture and capability, ensuring a high standard of cybersecurity and implementing whole-of-government information management policies.

Our risk management and oversight

The NTC has an established risk management framework that provides a structured, ongoing process for the Commission, leadership team and staff to identify, assess, respond to and report on risks that could prevent the NTC from achieving its organisational objectives.

Risks are managed at the project, program and enterprise levels. Project and program risks are actively managed through our project management software and governance processes. Enterprise risks are compiled in an enterprise risk register, which the Risk, Audit and Governance Committee reviews at each meeting before reporting to the Commission. The committee assures the Commission that there are risk mitigation plans in place

for all significant enterprise risks and that all other risks are being appropriately managed. Twice a year the committee also reassesses all risks in the register, including their controls and mitigation strategies, and reports back to the Commission.

The NTC's core values call for a positive risk culture – one that promotes an open and proactive approach to managing risk and considers threats and opportunities through a culture of transparency. In promoting a positive risk culture, the NTC is helping to ensure risks are appropriately identified, assessed, communicated and managed across all levels of the organisation.

Risk management training is provided to all staff on their induction, and discussions on risk and opportunity are an integral part of our governance and management meetings. The NTC has always incorporated 'lessons learned' into project closure processes and is looking to build on this further to ensure the organisation shares and learns from both successes and failures.

Evaluating our performance

How we evaluate our performance

The NTC monitors its performance to drive continuous improvement both for how we deliver our work and the quality of work we do. We report regularly on our performance and on the delivery and implementation of our program of work through:

- **NTC annual report** – reporting on the NTC's performance in line with the requirements of the *Public Governance, Performance and Accountability Act 2013*.
- **The National Transport Reform Implementation Monitoring Report** – annual reporting on the implementation of nationally agreed reforms.
- **NTC work program progress report** – six-monthly reporting to the Infrastructure and Transport Senior Officials' Committee (ITSOC) on the progress of the NTC's program of work.

The NTC's performance measures respond to both our purpose and the transport ministers' Performance Based Framework, which sets out ministers' performance expectations for the NTC.

The primary way the NTC fulfils its purpose is by delivering its program of work. This program is agreed by transport ministers (through the Infrastructure and Transport Ministers' Meeting) in alignment with other work across the transport system to achieve their strategic objectives. Assessing how well we deliver this program of work is therefore critical to measuring the NTC's performance.

As a reform organisation, most of the NTC's work contributes to shared and long-term objectives across the wider transport system and is implemented by others. As a result, there is limited evaluation or data on the reform impacts directly attributable to the NTC.

The NTC's unique role in the transport system and our relationship with ITMM mean that output-based measures often provide the clearest way to assess performance:

- Measures on how well we meet the performance expectations of ITMM (as set out in the performance-based framework and other directions to the NTC) are used to help assess **effectiveness**.
- Measures on how well we deliver the agreed program of work within existing resources are the best indicators of **efficiency**.

















To improve the information available for assessing performance, the NTC is enhancing the National Transport Reform Implementation Monitoring Report and our broader evaluation program to include more evaluation on the impacts of our reforms.



Our performance measures

Desired outcome	Performance indicator	Target	Assessment methodology/source	2022-23	2023-24	2024-25	2025-26
The NTC’s reforms improve safety, productivity, environmental outcomes and regulatory efficiency, and provide for future technologies.	Evaluations of the impact of the NTC’s reforms (once implemented) show clear evidence of value provided.	All NTC reforms evaluated are shown to have been beneficial.	An assessment of the key findings of evaluations undertaken in developing the <i>National Transport Reform Implementation Monitoring Report</i> and (where available) by third parties such as the Productivity Commission.				
The NTC’s reforms improve safety, productivity, environmental outcomes and regulatory efficiency.	The statutory review of the NTC confirms that the organisation delivers on the objectives specified in the <i>Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport</i> .	The review recognises the NTC as highly valuable and recommends for it to continue operation.	Results of the six-yearly statutory review of the NTC (as required under s 51 of the <i>National Transport Commission Act</i>).	Next review scheduled for 2027			
The NTC’s reforms deliver high value for Australia’s transport system.	The NTC develops policy reform proposals that are demonstrated to offer high value.	Clear evidence is provided of the expected benefits for all policy reform proposals.	Quantitative (total net present value) and qualitative assessment of anticipated benefits, including as assessed through regulatory impact statements.				
The NTC’s program of work is delivered in line with ITMM expectations, enabling them to achieve their strategic objectives.	The NTC’s recommendations are relevant and valuable enough to ITMM to be agreed.	At least 90 per cent of NTC recommendations presented to ITMM are agreed.	A count of the NTC recommendations provided to ITMM (using NTC program records) against the recommendations agreed by ITMM (based on minutes issued following the meeting).				
The NTC’s program of work is delivered in line with ITMM expectations, enabling them to achieve their strategic objectives.	The NTC delivers its ITMM-agreed projects on time and within budget.	At least 90 per cent of projects are completed on time and within budget.	A count of projects completed (using NTC program management records and papers submitted to ITMM) compared with the approved annual work program and budget.				

Our performance measures continued...

Desired outcome	Performance indicator	Target	Assessment methodology/source	2022-23	2023-24	2024-25	2025-26
All legislation that the NTC is responsible for is kept contemporary and consistent with its policy intent.	The NTC delivers a comprehensive program of legislative reviews and amendments.	At least three legislative amendment packages are submitted to ITMM each year.	A count (using NTC program management records and papers submitted to ITMM) of amendment packages submitted to ITMM.				
Land transport reforms agreed by ITMM are implemented in an efficient and nationally consistent way.	The NTC consistently monitors and promotes the successful implementation of land transport reforms.	<p>The <i>National Transport Reform Implementation Monitoring Report</i> is provided annually and includes:</p> <ul style="list-style-type: none"> the status for each jurisdiction for all land transport reforms being implemented recommendations to address any barriers to successful implementation. 	A review of what the NTC submitted to ITMM to confirm that the <i>National Transport Reform Implementation Monitoring Report</i> was provided annually and meets the target criteria.				
Land transport reforms agreed by ITMM are implemented in an efficient and nationally consistent way.	All NTC reforms are proposed with a clear implementation pathway.	100 per cent of NTC regulatory amendments presented to ITMM have an implementation plan that includes outputs, timeframes and accountabilities.	A review of all NTC reforms submitted to ITMM (using NTC program management records and papers submitted to ITMM) to confirm implementation plans that meet the criteria were provided.				
The NTC's reform proposals are robust and workable due to extensive engagement with all relevant stakeholders.	The NTC receives positive feedback in its stakeholder survey on how the organisation engages.	Demonstrated improvements on the previous stakeholder survey.	A two-yearly stakeholder survey of government and private sector stakeholders conducted and analysed by an independent consultancy.				
The NTC has the capability to deliver its program of work through engaged staff who support a culture of performance.	The NTC's staff engagement survey results are positive.	An improvement from the previous survey in the results of the 'overall engagement' measure for staff surveyed.	An annual staff engagement survey conducted and analysed by an independent consultancy.	