



# Corporate Plan

2023–24 to 2026–27





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The National Transport Commission acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledge their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.



## Statement of preparation

I am pleased to present the 2023 NTC Corporate Plan for the four reporting periods from 2023–24 to 2026–27.

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 sets out how the NTC will deliver on the reform priorities of Australian infrastructure and transport ministers through its program of work for the next four years. To lead that program of work, I am excited to welcome Michael Hopkins to the NTC as Chief Executive Officer and Commissioner. I look forward to working with Michael in this next chapter of the NTC's history.

I would like to thank Dr Gillian Miles for her tenure as Chief Executive Officer and Commissioner at the NTC. After four years in the role, Gill will be leaving the NTC with a legacy that will support Australia's productivity, safety, and sustainability in a post-pandemic world. On behalf of our Commissioners, I extend our thanks and wish Gill all the best for the future.

**Carolyn Walsh**

Chair of the National Transport Commission

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## Chief Executive Officer Foreword

The National Transport Commission’s Corporate Plan 2023-2027 sets out how the NTC will contribute to the collective national effort underway to improve transport safety, lift productivity, support decarbonisation and tackle skills and labour shortages.

Improving the productivity and safety of the rail network has been the lynchpin of our work on the National Rail Action Plan. National Cabinet has now recognised rail interoperability as a priority, along with Australia’s transport ministers.

Over the next four years, this will be translated into a funded program of work on rail reform focused on leveraging the benefits from existing investments in the \$155 billion pipeline of rail projects to create a seamless, interoperable passenger and freight system.

The NTC’s approach to delivering national rail reform involves close collaboration with industry as well as jurisdictions and the people who are operating complex networks. Our role is to facilitate reform. It exemplifies the role the NTC can play in big picture transport reform that goes beyond the legislative and regulatory to the broader challenges that stand

in the way of a more sustainable, safe and productive transport system.

This facilitation will be a feature of our work over the next four years as we undertake a safe systems review of the Australian Road Rules and establish a longer-term forward cost base for heavy vehicle charges.

Emerging technologies, decarbonisation and skills and labour shortages are impacting our transport networks in profound ways, requiring a collective response from both industry and government. The NTC established the first National Transport Conversation that brought 50 leaders across industry, government and academia together with an online audience to work on the nation’s reform priorities.

Through our partnerships we will continue efforts to improve the diversity of the transport workforce, making it more inclusive and better able to attract the skilled workers it needs for the future. Our National Women in Transport initiative and the National Rail Skills Hub are targeting a new cohort of transport workers and leaders.

Through a Memorandum of Understanding with global leader Cisco we are advancing a nationally recognised curriculum for digital rail skills and through the skills hub we are developing career pathways and national credentials needed is to deliver and operationalise the committed \$155 billion in new rail investments.

The NTC’s significant work on the future Heavy Vehicle National Law will conclude over the next year as we complete policy impact assessments and move on to drafting the law for introduction into the Queensland Parliament. Creating a future law for heavy vehicles has required balancing competing priorities across a broad group of stakeholders. It has equipped the NTC with greater insight into approaches to engagement on law reform that will be applied to our future program.

Decarbonisation is one of transport’s biggest challenges. The NTC will contribute through work on Euro VI standards for heavy vehicles, by comprehensively reviewing the Australian Dangerous Goods Code to allow for the safe transport of future fuels and by exploring effective policy and regulatory settings for the broad adoption of zero and low emission buses and other vehicles.

Our work is informed by evidence. We will be working with jurisdictions to expand and improve the quality of data available to inform our work and we will be establishing a new reform evaluation framework so we can better measure the effectiveness of reform.

I’m confident the NTC is well placed to deliver its program over the next four years. We will do this in collaboration with industry and government and draw on the expertise and calibre of our small but highly skilled and motivated workforce.

**Dimi Rigas**

Acting Chief Executive Officer and Commissioner

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# 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.

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## 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.

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## Our strategic goals

The NTC has five strategic goals shaped around the priorities set out by Australia’s transport ministers and the *Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport*. These goals respond to our purpose and describe what we have been asked to achieve, and what we will focus on to deliver those outcomes:

**‘Our reform landscape’ outlines how these goals relate to our wider environment and how the NTC is delivering on them.**



### Goal 1

**We progress a safe and equitable transport system that enables the safe movement of goods and people across Australia**

The NTC will work towards this goal by focusing on the following:

- Reduction in road and rail fatalities, injuries, and other impacts from the transport system that are harmful to health and wellbeing
- Safe access to transport for all Australians
- Regulatory frameworks that promote a safe transport system



### Goal 2

**We advance a seamless national transport system that is productive, resilient and sustainable now and in the future**

The NTC will work towards this goal by focusing on the following:

- Interoperable transport system that enables the easy movement of people and goods across Australia and promotes a more competitive and resilient supply chain
- Future-ready transport workforce
- Regulatory frameworks that support competition and innovation



### Goal 3

**We help the transport system deliver better environmental outcomes**

The NTC will work towards this goal by focusing on the following:

- Transport decarbonisation and prevention of environmental pollution and damage
- Regulatory frameworks that promote environmentally sustainable outcomes



### Goal 4

**We are respected and trusted as expert advisors who act in the best interests of Australia**

The NTC will work towards this goal by focusing on the following:

- High-quality advice based on robust and transparent policy practices
- Meaningful engagement and partnerships with a diverse range of stakeholders
- Expertise in policy and regulatory reform and Australia’s transport system
- Responsive and adaptable to changing priorities and situations



### Goal 5

**We are a high performing organisation with a culture of continuous improvement**

The NTC will work towards this goal by focusing on the following:

- Excellence in public governance, performance and accountability
- A great place to work where all staff feel connected, engaged and valued
- Efficient and resilient systems and practices that support staff to deliver their work well

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## Our role and functions

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.

The NTC’s forward work program is agreed annually through the Infrastructure and Transport Ministers’ Meeting (ITMM). We deliver our program of work through a combination of formal regulatory and policy processes, and collaboration with others across the wider transport system.

## What we do



Coordination, facilitation and partnerships



Regulatory reform, instruments, and frameworks



Regulatory guidance



Research, reporting and evaluation



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## Coordination, facilitation and partnerships

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.

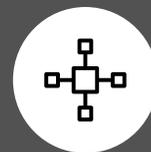
The NTC supports the Commonwealth, states, territories, and national regulators to implement policies and ensure these are aligned with other relevant work.

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

The NTC 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.

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



## Regulatory reform, instruments, and frameworks

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

The NTC 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 \(model law\) and the Australian Code for the Transport of Dangerous Goods by Road and Rail](#)
- [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.

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).

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## 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.



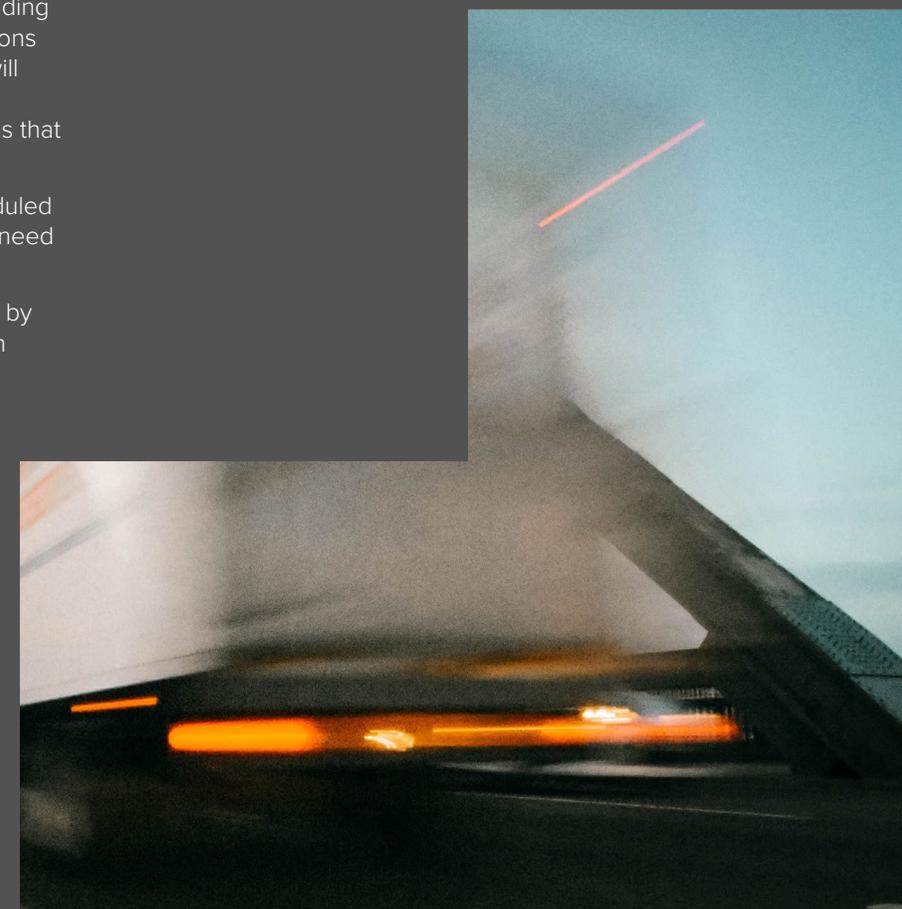
## Research, reporting and evaluation

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.



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## Our governance and legislation

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. The NTC does not have any subsidiaries.

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 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.

## 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

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## How we deliver reform

The NTC works on challenges transport ministers ask us to look into. We help identify, explore, develop, and evaluate solutions to those challenges.

### The reform process

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 the Infrastructure and Transport Ministers' Meeting (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 the Infrastructure and Transport Senior Officials' Committee (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. For applied national law, the NTC works with host jurisdictions to help pass new legislation.

- 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.

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## 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.

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.

## Our stakeholders



Infrastructure and transport ministers and senior officials



State, territory and Commonwealth governments and bodies



National transport bodies and regulators



Industry and private sector



The Australian community



International partners

## 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.



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## 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.

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## 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
- **Austroads** – 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 and research bodies, 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 Impact Analysis 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.



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# Leading and delivering reform

This section outlines the NTC’s operating context:

- **Our reform landscape** sets out what we are trying to achieve (our goals) and the environment we work in, and how we are delivering our goals within that context
- **Our program of work for 2023–24 to 2026–27** provides more detail on the specific pieces of work the NTC will be undertaking over the next four years.

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## Our reform landscape

Transport ministers (through the Infrastructure and Transport Ministers' Meeting) have outlined five key priorities for the national transport bodies that report to them: improving interoperability of rail systems; decarbonisation of infrastructure and transport; heavy vehicle productivity; road safety; and market capacity constraints affecting the construction industry. These priorities align with those of the [Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport](#): to improve safety, productivity, environmental outcomes and regulatory efficiency.

These priorities are reflected in the NTC's five strategic goals, which is how we will deliver on our purpose. This section outlines the challenges, opportunities, and key risks for each of our goals, and how the NTC is responding to these through our program of work and our capability - the skills, expertise, and organisational capability that enable us to deliver our program of work.



### Goal 1:

**We progress a safe and equitable transport system that enables the safe movement of goods and people across Australia**

Transport plays a critical role in connecting people and businesses, promoting economic growth, and improving quality of life. However, the transport system also poses safety risks in the form of accidents and health hazards such as air and noise pollution. The way the transport system is designed can also lead to unintended impacts such as exclusion, where not everyone can safely access the transport options they need. Safe access to transport is essential for enabling people to fully participate in society and access the opportunities and services they need.

Safe and equitable transport is a priority for all Australian governments. The National Road Safety Strategy sets out targets to reduce the annual number of fatalities by at least 50 per cent and serious injuries by at least 30 per cent by 2030. Meeting these targets will require a broad range of solutions, including new technology, a focus on human behaviour and fitness to drive (mental and physical health), and a foundation of laws, standards, and guidelines that are human-centric and effective.

The development and uptake of new technology will be a significant factor in improving safety and wellbeing. More automated vehicles are expected to improve road safety in a number of ways, including reducing human error and reacting faster to unexpected events on the road. Safety outcomes will also be achieved through newer vehicles. New technology is a feature in other vehicle types and how people access and use transport. There is increasing consumer demand for alternative or more flexible transport options such as e-scooters and Mobility as a Service schemes.

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The NTC will work towards a safe and equitable transport system by focusing on the following:

- Reduction in road and rail fatalities, injuries, and other impacts from the transport system that are harmful to health and wellbeing
- Safe access to transport for all Australians
- Regulatory frameworks that promote a safe transport system

**Focus area: Reduction in road and rail fatalities, injuries, and other impacts from the transport system that are harmful to health and wellbeing**

The NTC’s work focuses on promoting the safe movement of people, freight and services while managing the challenges and opportunities posed by evolving technology. Our work will also be guided by the [National Road Safety Strategy 2021-2030](#).

The NTC has a program of work planned to review and maintain safety-focused legislation, standards, and guidelines for road and rail, including:

- The Australian Code for the safe transport of dangerous goods over land (and related guidelines and model laws)
- The Australian Light Vehicle Standards Rules which regulate in-service vehicle standards for light vehicles such as for vehicle emissions and car safety standards.
- The Rail Safety National Law (RSNL) which aims for a seamless and coordinated national approach to rail safety regulation in Australia.
- The load restraint guidelines for light vehicles

- Assessing Fitness to Drive (AFTD) standards (a joint NTC and Austroads publication) which contains nationally-agreed medical standards for granting a driver’s license.
- The National Standard for Health Assessment of Rail Safety Workers which is used by accredited health professionals to carry out health assessments of rail safety workers.

Significant safety outcomes will be delivered by our larger reform programs. The NTC is leading major reform in the rail sector to improve interoperability. An interoperable network will deliver safety benefits through improved management of train interactions with other trains, track workers, and level crossings. Harmonisation of network rules will minimise the risk of confusion between different systems which has proven to be a contributing factor to safety incidents.

The NTC has a program of work underway to enable automated vehicles to operate safely on Australian roads. Safety is also a significant focus in our work to develop and maintain a new Heavy Vehicle National Law, and the NTC is undertaking a related piece of work to improve the diagnosis of medical conditions in heavy vehicle drivers.

The NTC’s work also addresses some of the secondary impacts from the transport system on health and wellbeing. Our program of work on the safe transportation of dangerous goods minimises the risk of accidents, such as spills, leaks, or explosions, that can cause injury or death. Safe transportation practices also help ensure that emergency responders are prepared and equipped to respond to any accidents involving dangerous goods. The NTC is undertaking a comprehensive review of the land transport of dangerous goods code to improve alignment with the United Nations agreement and make requirements easier to understand.

Exhaust pipe pollutants are linked to health impacts including causing respiratory illnesses and cancer, and impairing decision-making and cognitive functioning. The NTC will be helping to address this through our work on vehicle standards (which includes engine break noise limits and exhaust noise) and our [focus on transport decarbonisation](#).

**Focus area: Safe access to transport for all Australians**

Safe access to transport is the ability of individuals to safely and easily access various modes of transportation, including improving mobility for vulnerable groups. The NTC’s regulatory reform work contributes to improving safe access to transport, both in enabling new and innovative transport options, and in supporting vulnerable groups.

The NTC reviews the model Australian Road Rules every two years. These rules are relevant to transport accessibility as they contain the basic road rules for all road users including those using motorised mobility devices (for example powered wheelchairs) and personal mobility devices (for example electric scooters).

The commercial deployment of automated vehicles is expected to improve mobility for vulnerable groups who may have difficulty driving themselves. Ensuring these benefits are realised will be a consideration for the NTC as it develops the regulatory framework to enable the use of automated vehicles in Australia.

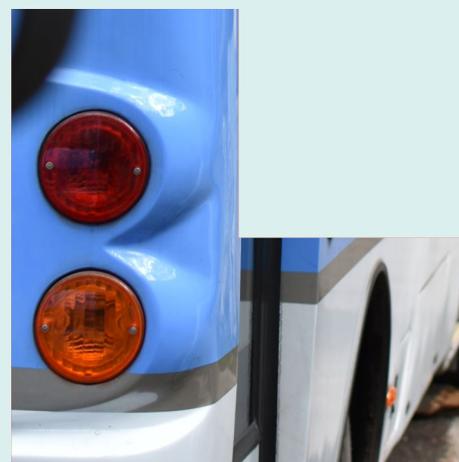
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**Focus area: Regulatory frameworks that promote a safe transport system**

Australia’s regulatory framework plays a critical role in creating a safe transport system. The NTC’s work in developing and maintaining laws, standards, and guidelines supports safety across Australia’s transport system. Our focus on national consistency and clarity makes it easier for people to behave in a safe way and access safer transport options.

Where possible, the NTC takes a ‘technology-neutral’ approach when reviewing and developing regulatory instruments to enable the roll-out of new technology that offers safety benefits. A big focus for us is in ensuring old and new technologies are interoperable and able to safely fit together.

In addition to maintaining safety-specific laws and other regulatory instruments, the NTC applies a safety lens when reviewing other instruments or developing new regulatory frameworks, such as the reform to enable automated vehicles at all levels of automation.



NTC Corporate Plan 2023-24 to 2026-27



**Goal 2:**

**We advance a seamless national transport system that is productive, resilient and sustainable now and in the future**

An interoperable and harmonised transport system is critical to unlocking productivity gains for Australia. As well as making it easier to move people and goods across the country, this leads to a more resilient transport system that is less reliant on bespoke and inconsistent vehicles, technology, practices, and skills.

Australia’s federal legacy has left a patchwork of transport laws and regulations across state and territory borders. This challenge is particularly evident in Australia’s rail system where legacy issues have resulted in 11 different signalling and control systems across 29 networks. Significant reform is needed to enable it to be competitive and perform as an integrated modern railway network.

This has been recognised at the national level, with rail interoperability being one of eight federation reforms which Australia’s National Cabinet has chosen to focus on. Rail is critical to Australia’s economy, moving passengers and freight across the country and through key ports. With a \$154 billion pipeline of rail projects underway, rail will drive productivity and support Australia’s global competitiveness. Current investments in modern signalling and train control systems have the potential to significantly enhance the safety, capacity and operational efficiency of rail networks, particularly if new and upgraded systems can ‘talk to each other’.

Heavy vehicle productivity is also a high priority for transport ministers, reflecting the importance of this transport sector to Australia’s economy. 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.

Technology is changing the face of the transport system and it is critical that Australia’s transport system can easily adopt and benefit from new technology that offers productivity gains, such as more automated vehicles, and vehicle-to-vehicle and vehicle-to-infrastructure technology.

The transport workforce is facing significant labour and skill shortages. These shortages are expected to get bigger as the transport task grows and evolves with new technologies. Transport has an aging labour workforce, with shortages further compounded by a lack of diversity: women make up only 27% of Australia’s transport workforce across rail, road, sea, and air. The adoption of new technology requires a workforce with new skills. The transport sector needs to attract a new generation of workers and more people from a range of backgrounds and with a wide range of skills.

The skills shortage in the rail sector is compounded by a lack of standardisation in rail skills. Training in rail skills is mostly bespoke and many qualifications are not recognised across borders. New workers don’t have a clear picture of what they need to enter the industry at different levels and how careers in rail can develop.

The NTC will respond to these challenges and opportunities by focusing on:

- Interoperable transport system that enables the easy movement of people and goods across Australia and promotes a more competitive and resilient supply chain
- Future-ready transport workforce
- Regulatory frameworks that support competition and innovation

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**Focus area: Interoperable transport system that enables the easy movement of people and goods across Australia and promotes a more competitive and resilient supply chain**

The NTC has a core role in harmonising our regulatory frameworks to create a single national market where possible. We work to make transport laws, regulations and standards simple and consistent across Australia, making the transport system easier to use and understand.

Rail interoperability will form a significant part of the NTC’s work in the next few years. The NTC is leading work to increase the levels of interoperability and harmonisation across Australia’s rail system to maximise the benefits from the record investment and overcome the legacy of different rail gauges, trains and signalling.

Trains have a lot of common components but historically there have been few national standards. This has disincentivised investment in local manufacturing and led to inefficiencies such as increased costs. Relying on international supply chains for critical components makes Australia vulnerable to disruption. The NTC’s work to harmonise standards for train parts will create a basis for local manufacturing to scale up. Building more components locally reduces costs, creates jobs and strengthens manufacturing self-sufficiency.

The NTC is progressing a range of work to improve heavy vehicle regulation. We will be continuing work on the implementation of a new Heavy Vehicle National Law (HVNL) which is designed to improve consistency and efficiency in the regulation of heavy vehicles across all states and territories in Australia. We will also be supporting governments to invest in building and maintaining productive and safer roads through our program of work on heavy vehicle charges. These charges aim to recover heavy vehicle related expenditure on roads from heavy vehicle operators.

Over the next few years, the NTC will be developing an improved approach for setting heavy vehicle charges, moving from a backward-looking to a forward-looking cost recovery mechanism. This is a more efficient and best-practice approach that will make the charges less volatile for the heavy vehicle industry and provide greater certainty and predictability for both heavy vehicle operators and road managers, enabling them to plan accordingly.

The NTC will also be undertaking work to make the Australian Defence Force Road Transport Exemption Framework more efficient and accessible by transitioning it onto a geospatial web-based tool. This Framework aims to reduce risk and minimise damage to roads and related structures from Australian Defence Force vehicles and equipment on public roads.

**Focus area: Future-ready transport workforce**

The NTC is working with industry and governments on a range of initiatives to broaden the available labour pool and future proof the workforce.

The NTC is growing the National Women in Transport initiative to showcase, support and increase the number of Australian women working in transport. This is an initiative of Australia’s infrastructure and transport ministers and was established by the NTC through a partnership between government and industry. The NTC will collaborate with partners to continue expanding this initiative. Our focus will be on growing our speaker bureau of senior women in transport, and taking action to improve the visibility of women in transport and connect them the networks and resources they need.



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The NTC has a significant program of work underway to address the skills and labour shortage in the rail sector. Australia needs to double the number of people working in rail and attract new skills into the sector. To address these challenges in rail the NTC has launched a national rail skills hub which aims to improve training portability, lift training quality, improve access to rail skills, attract a diverse workforce and inform and support national training reform.

To complement the skills hub, the NTC will undertake initiatives to help develop a nationally consistent approach to rail skills training. We will be supporting the development of 30 simplified career pathways and entry points for the sector’s most in-demand roles while also supporting the development of a national skills forecasting system to better target education and training investments. The NTC’s work will to make it easier for people to move to where the work is and have their skills recognised.

**Focus area: Regulatory frameworks that support competition and innovation**

The NTC works in close partnership with others to ensure new and existing laws, standards and regulations are aligned across jurisdictions and meet the expectations of industry and stakeholders.

Productivity is a key element in almost all the regulatory instruments we maintain, and always a consideration when developing new frameworks (for example, our work on how to regulate automated vehicles). The NTC also maintains regulatory instruments that have strong productivity elements, including our program on vehicle standards. Our approach is to develop more streamlined, technology-neutral, and outcome-focused regulation that helps address future challenges and disruptions, and supports a more efficient and productive freight sector.



**Goal 3:**

**We help the transport system deliver better environmental outcomes**

Human activity, including transportation, has caused widespread environmental impacts and climate change. The situation is expected to get worse unless action is taken to reduce emissions and protect the environment.

Transport is a major contributor to CO2 emissions. In Australia, the transport sector is the third largest greenhouse gas emitter after the energy sector, responsible for around 18 per cent of emissions. In 2022, Australia’s Infrastructure and Transport Ministers agreed on ‘decarbonisation of infrastructure and transport’ as one of their key focus areas. Global and Australian commitments to net-zero emissions present a significant opportunity for emissions reduction in transport, including through the continued uptake of low or zero emissions vehicles.

The environmental impacts of transport extend beyond CO2 emissions. Transportation of toxic or hazardous chemicals can lead to air, ground or water pollution, and the transport system affects the ecosystem around it both directly and indirectly (such as noise and habitat loss and fragmentation).

To respond to these challenges and government priorities, the NTC’s work will focus on the following areas:

- Transport decarbonisation and prevention of environmental pollution and damage
- Regulatory frameworks that promote environmentally sustainable outcomes

**Focus area: Transport decarbonisation and prevention of environmental pollution and damage**

The NTC provides regular reporting on the carbon dioxide emissions intensity of light vehicles. This reporting gives consumers and governments a transparent benchmark on how Australia’s car emission performance is tracking. We are exploring ways to expand this reporting to provide decision-makers with the information and solutions they need to better deliver transport decarbonisation.

There are potential opportunities for the NTC to play a greater role in coordinating and monitoring sector-wide efforts to decarbonise transport. Other opportunities may arise to support the electrification of transport, both for road and rail.

Much of the NTC’s work supports decarbonisation in a more indirect way. One of these ways is how our work influences mode share across the transport system. Shifting freight transport from road to rail would reduce emissions as rail has a significantly smaller carbon footprint than road transport. The NTC’s rail reform work is expected to make rail a more competitive mode, and also enable it to operate in a more efficient and sustainable way. Similarly, other regulatory instruments we update to enable newer (lower-emission) and more innovative vehicles will lead to better environmental outcomes.

Australia is phasing in cleaner Euro-VI standards for new truck sales from 2024. To enable cleaner trucks the NTC will be undertaking reforms to heavy vehicle mass limits to ensure trucks with advanced safety and emissions do not risk a productivity penalty.

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Safe transportation of dangerous goods can help reduce the risk of environmental contamination, protecting natural resources and wildlife. The NTC program of work to maintain and improve how we ensure the safe transport of dangerous goods reduces the likelihood of hazardous materials being released into the environment. It also plays a part in enabling the transportation (and therefore use) of greener solutions such as electric vehicles and hydrogen. The NTC’s work on the transportation of dangerous goods is closely aligned with the United Nations (UN) model which in turn is aligned to the UN’s [Sustainable Development Goals](#).

**Focus area: Regulatory frameworks that promote environmentally sustainable outcomes**

Improving the environmental profile of transport calls for significant societal and economic changes. The right regulatory frameworks need to be in place to enable these shifts to occur. The NTC is responsible for ensuring laws, regulatory instruments, and frameworks are contemporary and fit for purpose. Increasingly that includes reviewing or developing them with an environmental lens to ensure we optimise any opportunities to improve environmental outcomes. This environmental lens can be seen across the NTC’s program of work, particularly in our work on enabling new technology and the safe transport of dangerous goods.

The NTC also maintains the Australian Light Vehicle Standards Rules (ALVSRs) which regulate in-service vehicle standards for light vehicles. These standards cover areas such as light vehicle emissions.



**Goal 4:**  
**We are respected and trusted as expert advisors who act in the best interests of Australia**

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.

The NTC’s Statement of Expectations from ministers sets the expectation that the commission will “act as an expert adviser to the Infrastructure and Transport Ministers’ Meeting on reform development, implementation and evaluation.” The NTC is independent of any one government – we are accountable to all Australian governments.

That independence makes us uniquely placed to provide unbiased advice that genuinely seeks the best outcomes for Australia as a whole, but we also need the confidence of our stakeholders in our ability to deliver that advice. The quality of our work and the practices that underpin it need to be to a very high standard to earn and maintain that trust and respect.

To be successful in this environment we need to be agile, effective engagers who are experts in navigating public policy and engaging industry to deliver reform. We also need to be aware of and responsive to change so we can deliver transport policy that keeps pace with technology, changing expectations and economic realities.

To ensure we meet the standard expected of us, the NTC will focus on our capability for the following areas:

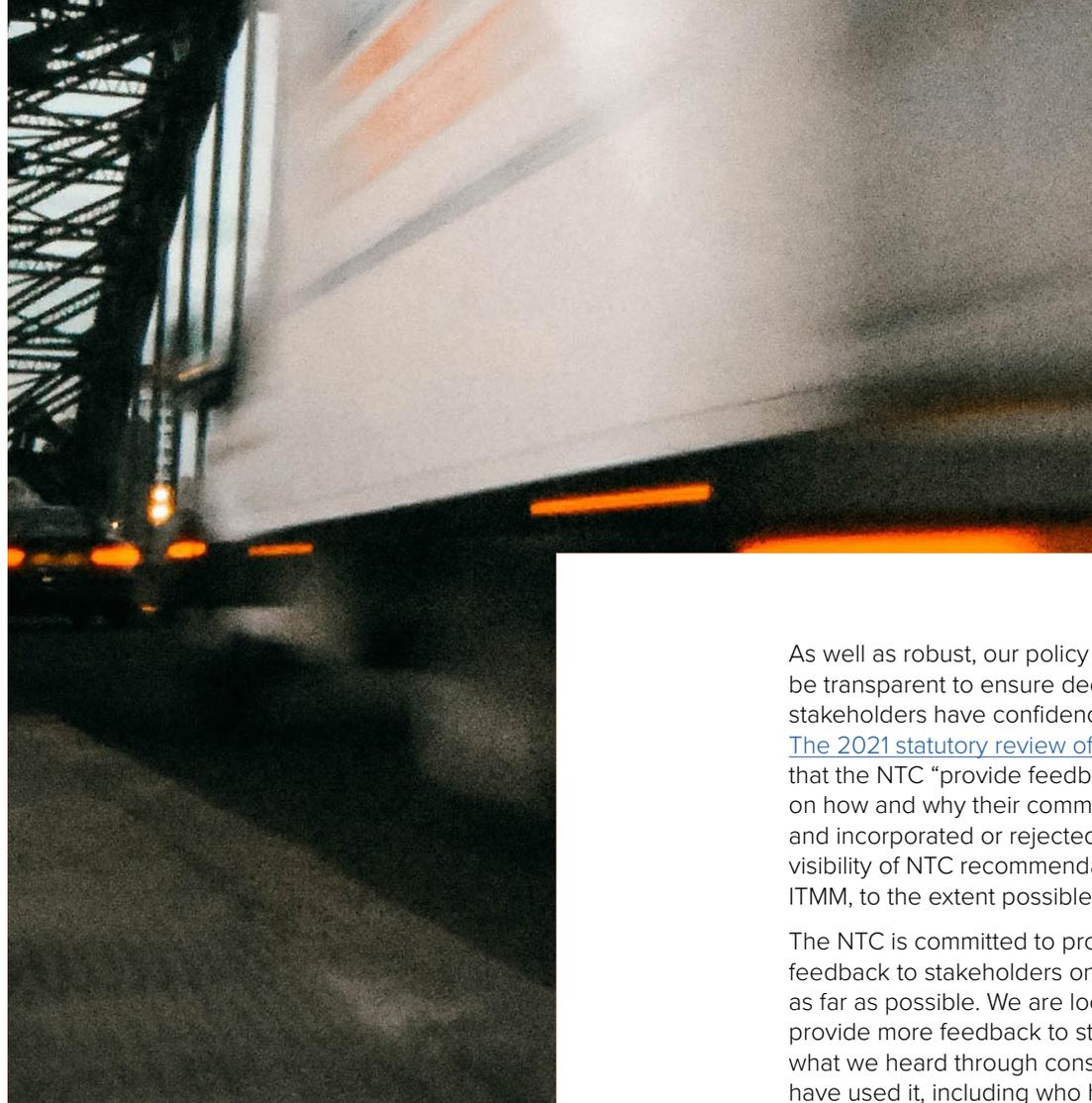
- High-quality advice based on robust and transparent policy practices
- Meaningful engagement and partnerships with a diverse range of stakeholders
- Expertise in regulatory reform and Australia’s transport system
- Responsive and adaptable to changing priorities and situations

**Focus area: High-quality advice based on robust and transparent policy practices**

The NTC needs to deliver clear and compelling advice that provides all the information required to make change. The quality of the advice we provide is reliant on the quality of our policy processes – the steps we take to identify the best possible solutions, and how well we communicate that to the relevant audiences. The NTC seeks to continuously improve the quality of its advice and the practices that support that, including:

- Challenging and testing our reform ideas and proposals in formal peer forums and review practices to drive outcomes-thinking.
- 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.
- Exploring options to make our policy development processes more agile and responsive.
- Initiatives to improve our policy and reform expertise, and how we engage (as outlined under the next two focus areas).

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As well as robust, our policy processes need to be transparent to ensure decision-makers and stakeholders have confidence in the NTC’s advice. [The 2021 statutory review of the NTC](#) recommended that the NTC “provide 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 is committed to providing transparency and feedback to stakeholders on our reform processes as far as possible. We are looking at ways we can provide more feedback 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.

**Focus area: Meaningful engagement and partnerships with a diverse range of stakeholders**

Delivering transport reforms that make a real difference to our transport system requires collaboration. The NTC is committed to engaging the right people, in the right way, and at the right time to deliver workable solutions. That’s why we have prioritised engagement as a core capability. This is reflected in our operating model and organisational structure, capability framework, organisational learning and development, and processes and systems. For more on how we partner and collaborate across the transport sector, see ‘Who we work with and how.’

The [2021 statutory review of the NTC](#) emphasised the importance of stakeholder engagement for the NTC and highlighted some areas for the NTC to focus on. These are reflected in the following key risks.

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

Delivering reform within Australia’s complex transport 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.

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.

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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, supported by the development of ICT systems which support the coordination, mapping and tracking of stakeholder engagement. 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.

**Key risk: To successfully deliver reform, the NTC needs to effectively engage stakeholders, and undertake more targeted communication including developing shorter and more targeted consultation products that are responsive to stakeholders.**

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 our formal papers and reports with more targeted materials, including one-page summaries, infographics, videos and digital engagement through our website. We seek to tailor our engagement approach for each audience and purpose. In support of this, we aim to be aware of our stakeholders’ priorities and wider context to ensure productive relationships and enable us to navigate issues and situations with sensitivity and understanding.

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 through website improvements.

**Key risk: To successfully deliver reform, the NTC needs to undertake more collaborative and early 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.**

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

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. This partnerships model is responding to increasing opportunities for the NTC to achieve national outcomes through formal partnerships and joint initiatives with other organisations.

**Key risk: To successfully deliver reform, the NTC needs to adopt a program approach to engagement rather than separate engagement on individual projects.**



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 us to take a more outcomes-oriented approach to our engagement and respect stakeholder time and capacity to engage with us.

The NTC is building a culture of engagement supported by ongoing capability development. We want all our people to be able to deliver stakeholder engagement that is fit for the purpose and audience and that makes it easy to work with the NTC. Our [engagement commitment](#) provides our people with the principles to embody in their work, and lets stakeholders know the standard they can expect from us.

To support better engagement practices, the NTC will be:

- Developing shorter and more targeted consultation products to complement our formal papers and reports.
- Exploring options to embed co-design principles into our policy practices.
- Optimising the use of digital platforms and ICT systems to enable effective digital engagement, increase our engagement reach, coordinate engagement activities, and make it easier for people to engage with us.

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**Focus area: Expertise in policy and regulatory reform and Australia’s transport system**

Australia’s transport operating environment and regulation is complex. Successfully delivering reform in this environment requires specialised knowledge and expertise. For the NTC this means an emphasis on the following capabilities:

- In-depth understanding of regulation, legislative and parliamentary processes to deliver workable implementation options that readily translate into law
- Expertise in navigating government processes and governance arrangements that promote effective and efficient solutions
- Contemporary policy design and evaluation that draws on a range of disciplines to combine research, qualitative and quantitative analysis, and deep critical thinking.
- Facilitation and engagement expertise that allows us to create a robust case for change and support stakeholders across the transport system to deliver it

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 monitoring for transport ministers. The NTC is now developing an evaluation framework and practices that are consistent with best practice and that will enable us to provide advice on the value and impact of transport reforms, and further opportunities for improvement.

The NTC also needs to maintain in-depth awareness of the transport and regulatory trends and environments that we operate in.

**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.

To ensure we have the expertise needed, the NTC needs to attract and retain the right people, continually develop and grow staff capability, and effectively share knowledge within the organisation. The NTC’s policy capability is underpinned by a capability framework which is reflected in the personal development plans for all staff. We encourage our people to take pride and ownership in delivering work to the highest quality possible, and to share and learn from both failure and success.

**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 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.

The NTC is continuing to maintain and develop its expertise and capability, including through:

- Expanding our evaluation capability and capacity, with a focus on economics and data analytics.
- Improving knowledge-capture and documenting critical knowledge, skills and processes for core NTC work
- Further aligning recruitment, workforce planning, learning and development activities and performance management with the NTC Capability Framework.
- 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 and a workforce reflective of Australian communities.
- 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.

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**Focus area: Responsive and adaptable to changing priorities and situations**

The NTC operates in a dynamic and changeable environment. As an organisation we need to be responsive, adaptable, and able to move quickly to ensure we are always aware of and delivering on governments’ priorities. To do this we are continuing to build organisational resiliency and agility into how we work and manage our resources.

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.”

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. This is supported by the ongoing development of more fit-for-purpose program and resource management systems and practices to allow us to dynamically scale and resource to priorities. We will continue to embed and refine this model and promote an agile culture with leadership at all levels.

The NTC aims for a culture where everyone is informed and empowered to take action and use their skills and knowledge to lead change. We also support a positive risk culture, enabling people to take an honest and proactive approach to managing risk while not being constrained by a fear of failure.

The COVID-19 pandemic expedited changes in how the NTC works, with the entire organisation quickly moving to a work-from-home model in early 2020. We are now establishing our ‘new normal’ working model which combines office-based and work-from-home arrangements. This hybrid working model offers 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 hybrid and 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 technical 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.

Our key initiatives to improve agility include:

- Exploring how to optimise hybrid working practices and capitalise on the more agile work practices adopted in response to COVID-19.
- 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.



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## Goal 5:

**We are a high performing organisation with a culture of continuous improvement**

The NTC needs a strong foundation to deliver reforms that improve our transport system. We will focus on the following areas to make sure we have the people, culture and practices we need:

- Excellence in public governance, performance and accountability
- A great place to work where all staff feel connected, engaged and valued
- Efficient and resilient systems and practices that support staff to deliver their work well

**Focus area: Excellence in public governance, performance and accountability**

The NTC needs to successfully deliver its reform work while maintaining excellence in public governance, performance and accountability. The NTC’s governance practices need to align with relevant legislation, including the Public Governance, Performance and Accountability Act 2013 and whole-of-government policies such as the National Archives of Australia’s information management policies. We also need to work closely with the Infrastructure and Transport Secretariat (a function of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts) to get our work submitted to and approved by transport ministers or their delegates. We are streamlining our processes and practices to deliver on these requirements as efficiently as possible to optimise our capacity as a small organisation.

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 “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.

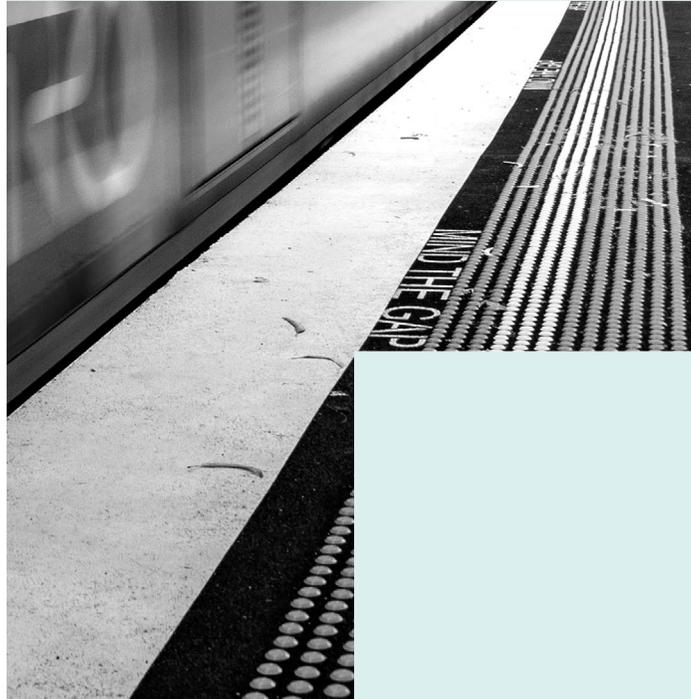
Further oversight is provided through the Risk, Audit and Governance Committee, a committee of the NTC Commission that is responsible for independently assessing the NTC’s governance and risk management policies and procedures, risk environment and management of that environment. The Commission also 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 will maintain the robust governance practices already in place and will improve how we deliver operational excellence by:

- Continuing to utilise a targeted program of internal audits undertaken by an external auditing organization.
- Assessing and improving the NTC’s risk management maturity in line with the Commonwealth Risk Management Capability Maturity Model and Commonwealth Risk Management Policy 2023.
- Improving the NTC’s corporate planning processes and how we monitor and report against these plans and other key performance measures.
- Further developing staff training and awareness so everyone at the NTC can assist with the management of risk.



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**Focus area: A great place to work where all staff feel connected, engaged and valued**

The NTC aims to be an attractive place to work with an engaged and capable workforce and a culture that inspires. We want our workplace to be one that promotes health and wellbeing – a positive and inclusive culture that brings out the best in everyone, supports the wellbeing of our people and ensures productive and respectful employee relations.

Inclusion in the workplace ensures a more productive work environment, with stronger staff retention, as well as being a desirable and safe place to work. The NTC aims to have a diverse and inclusive workplace that ensures everyone, regardless of who they are or what their personal circumstances are, feel involved, included, empowered, and supported.

The NTC has a staff-led working group who will be working to improve and implement diversity and inclusion policies and practices for the NTC, informed by results from our annual staff survey. We also have a set of [values](#) that were developed by staff: care, commitment, courage, curiosity and collaboration. This working group helps bring these values to life and identify ways to improve our culture and workplace.

Remote or work-from-home working and the impacts of the pandemic have called for an increased focus on staff wellbeing and engagement. 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.

A significant component of our learning and development program is focusing on improving leadership, collaboration, and wellbeing to give our people the tools to work better with each other and thrive in the workplace. All staff also complete regular training on workplace health and safety and how to identify and appropriately manage bullying, harassment, and discrimination.

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. To support this, we have a staff-led working group looking at how we can best embed hybrid and remote working practices while maintaining connection with each other.

Culture is not static – the NTC is committed to ongoing initiatives to create and maintain a positive workplace, including:

- Actively responding to annual staff engagement surveys and other feedback channels.
- Developing the NTC's staff recognition program in alignment with our core values.
- Using staff working groups on culture, values, and hybrid working to improve engagement and our working environment.
- 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.
- Enhancing our performance assessment and feedback processes to strengthen the links between our high-performance culture, the opportunities for personal development and the need to deliver high-quality reform outcomes.

**Focus area: Efficient and resilient systems and practices that support staff to deliver their work well**

For staff to successfully deliver reform they need to work with processes and systems across the NTC including finance and procurement, program and project management, resource management, and information and communications technology (ICT) systems. These all need to be easy for people to navigate and resilient in the face of change, disruption and uncertainty to ensure we can always engage and deliver our work effectively. At the same time, they need to be robust to ensure we have good governance over everything we do.

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The NTC has a strong focus on regular review and continuous improvement of our policies, procedures, and practices. They are reviewed through formal governance meetings, the NTC's Risk, Audit and Governance Committee, and where relevant informed by staff consultation to ensure we're getting them right. A staff group representing ICT users across the NTC are consulted for any changes relating to ICT systems.

ICT systems underpin all of the NTC's work. The NTC has effectively moved to a fully digital workplace so our systems need to be reliable, fit-for-purpose and support us to deliver our work efficiently. Remote working and stakeholder engagement places additional demands on our technology capabilities. The NTC is looking to enhance capabilities by developing 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.

The NTC will continue to improve its capability through a range of initiatives including:

- Continuing to enhance the NTC's digital architecture and capability, ensuring a high standard of cybersecurity and implementing whole-of-government information management policies.
- Making our processes and practices more efficient by:
  - reviewing and streamlining core business processes to be as easy and intuitive as possible while still meeting all governance requirements
  - using the NTC's 'Tools and Processes' staff working group to identify and progress improvement opportunities
  - adopting a 'digital by default' approach to optimise how we use resources and collaborate, and building our digital communication expertise and capacity.
- Conducting regular business continuity exercises and acting on any learnings to improve our resiliency.



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# Our program of work for 2023–24 to 2026–27

The NTC works with its partners to deliver reform as part of the wider transport system. Our program of work sets out the key activities we will undertake to achieve our purpose and deliver on our reform goals:



## Goal 1:

We progress a safe and equitable transport system that enables the safe movement of goods and people across Australia



## Goal 2:

We advance a seamless national transport system that is productive, resilient and sustainable now and in the future



## Goal 3:

We help the transport system deliver better environmental outcomes

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 the Infrastructure and Transport Ministers' Meeting (ITMM) as it emerges.

- |  |  |  |  |
|--|--|--|--|
|  |  |  | National rail reform program                         |
|  |  |  | Rail safety program                                  |
|  |  |  | Automated vehicle program                            |
|  |  |  | Road safety program                                  |
|  |  |  | Land transport of dangerous goods program            |
|  |  |  | Heavy vehicles program                               |
|  |  |  | Heavy vehicle charges program                        |
|  |  |  | Australian Defence Force exemption framework program |
|  |  |  | Vehicle standards program                            |
|  |  |  | Emissions reporting program                          |
|  |  |  | Reform monitoring and evaluation                     |
|  |  |  | Strategic partnerships program                       |



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## National rail reform program

This reform program is focused on improving the productivity, safety, and ongoing sustainability of rail through greater interoperability of the national rail network. It builds on the National Rail Action Plan (NRAP) which has brought together government and industry to address longstanding legacy issues in in three areas: skills, harmonisation, and interoperability.

NRAP has led to an expanded program of national rail reform, with rail interoperability now a national cabinet priority to maximise the benefits from the \$154 billion pipeline of rail investments over the next 15 years.

The goal is for an interoperable and interconnected national rail network in Australia, with a new generation of train signalling and control systems able to talk to each other; improved flow of supply chains through to the nation's ports, and a nationally consistent approach to rail skills training to help fill the current backlog of 70,000 jobs.

An Interoperability Advisory Group has been set up to support the delivery of the future program of work with senior representatives from industry and government.

The key deliverables in this program are:

National rail reform program	2023–24	2024–25	2025–26	2026–27
<p><b>National Rail Reform - Advancing Interoperability</b> Delivering key outcomes across the network to improve productivity:</p> <ul style="list-style-type: none"> <li>Ensuring train technologies for now and the future are interoperable</li> <li>Locking in critical standards and practices to improve rail's competitiveness</li> <li>Reducing red tape and regulatory burden for rail operations</li> <li>Developing a nationally consistent approach to rail skills training and mutual recognition</li> <li>Creating workforce solutions to meet future rail skills demand</li> </ul>				
<p><b>NRAP - Establishing a National Rail Skills Hub</b> Progressing the 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.</p>				
<p><b>NRAP - Increasing harmonisation across the rail network</b> Progressing a three-year Harmonisation Plan with 12 national standards, a national rolling stock register, and economic analysis to capitalise on the local manufacturing potential from standardising some common rolling stock components.</p>				



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## 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 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.

The key deliverables in this program are:

Rail safety program	2023–24	2024–25	2025–26	2026–27
<p><b>Regularly reviewing the <i>Rail Safety National Law</i></b></p> <p>Regularly reviewing and updating (when required) the <i>Rail Safety National Law</i> to promote a seamless and coordinated national approach to rail safety regulation in Australia.</p> <p>This law is reviewed each year but is only updated if changes are required. Each review is completed within a 12-month period (not including passage through parliament).</p>				
<p><b>Regularly reviewing the <i>National Standard for Health Assessment of Rail Safety Workers</i></b></p> <p>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.</p> <p>This standard is typically reviewed every three years in conjunction with the review of the Assessing Fitness to Drive guidelines. Each review runs for a 2-year period</p>				



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## 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.

To deliver the automated vehicles program of work, the NTC is working with a Senior Advisory Group, which represents all states, territories and the Commonwealth and is supported by the Legislative Policy Working Group. This is supplemented with specific purpose engagement forums for individual reforms and industry input.

The key deliverables in this program are:

Automated vehicle program	2023–24	2024–25	2025–26	2026–27
<b>Establishing a national in-service safety regulatory framework for automated vehicles</b> Developing a national regulatory framework and intergovernmental agreement for the in-service safety of automated vehicles on Australian roads				
<b>Developing complementary State and Territory legislation for automated vehicles</b> The NTC, states and territories will draft legislation to reflect agreed policy positions for complementary laws.				
<b>Supporting the implementation of the national regulatory framework for automated vehicles</b> Working with all jurisdictions and industry to coordinate, facilitate and support implementation of the national framework.				
<b>Regularly reviewing the <i>National enforcement guidelines for automated vehicles</i></b> Regularly reviewing and updating the <i>National enforcement guidelines for automated vehicles</i> (which clarifies concepts of control and proper control for different levels of automation) to ensure it remains fit for purpose.  These guidelines will be reviewed every three years and updated if required. Each review is completed within a 12-month period.				



## Automated vehicle program

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Automated vehicle program	2023–24	2024–25	2025–26	2026–27
<p><b>Assessing Australia’s readiness for the deployment of automated vehicles.</b></p> <p>Assessing Australia’s overall readiness for automated vehicles, across policy and legislation, technology and innovation, infrastructure, and business and consumer acceptance.</p> <p>The readiness assessment will be repeated every two years. Each review will be completed within a 12- month period.</p>		○		○
<p><b>Regularly reviewing the <i>Guidelines for Trials of Automated Vehicles in Australia</i></b></p> <p>Regularly reviewing and updating the <i>Guidelines for Trials of Automated Vehicles in Australia</i> (which set conditions for trials of automated vehicles) to ensure they remain fit for purpose and support safe trialling of automated vehicles in Australia.</p> <p>These guidelines are reviewed every two years. Each review is completed within a 12-month period.</p>		○		○
<p><b>Leading the National Vehicle Data Working Group</b></p> <p>Working with industry stakeholders, the Commonwealth, state and territory governments and Austroads to formally establish the National Vehicle Data Working Group.</p> <p>The working group will lead development of the vision and principles for the future exchange of vehicle and road operator data.</p>	○			



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## Road safety program

The safety program focuses on promoting the safe movement of people, freight and services while managing the challenges and opportunities posed by evolving technology. 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 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 key deliverables in this program are:

Road safety program	2023–24	2024–25	2025–26	2026–27
<p><b>Regularly reviewing the Australian Road Rules</b></p> <p>Regularly reviewing and amending the model Australian Road Rules that form the basis of road rules of each Australian state and territory.</p> <p>This model law is reviewed every two years and amended if required. Each review runs for a 2-year period (not including the adoption of model laws by states and territories).</p>				
<p><b>Scoping options to deliver a safe system review of the Australian Road Rules</b></p> <p>Preparing to deliver on the National Road Safety Action Plan by scoping options to align the Australian Road Rules with safe system principles.</p>				
<p><b>Regularly reviewing the <i>Load Restraint Guide for light vehicles</i></b></p> <p>Periodically reviewing and updating the <i>Load Restraint Guide for light vehicles</i> to provide light vehicle operators with basic safety principles for the safe carriage of loads when packing, loading, moving or unloading a vehicle.</p> <p>This guide is reviewed every five years (or as needed) and updated if required. Each review is completed within a 12-month period.</p>				



## Road safety program

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Road safety program	2023–24	2024–25	2025–26	2026–27
<p><b>Regularly reviewing the <i>Assessing Fitness to Drive</i> guidelines</b></p> <p>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.</p> <p>These guidelines are reviewed every three years in conjunction with the review of the National Standard for Health Assessment of Rail Safety Workers. Each review runs for a 2-year period.</p>				
<p><b>Identifying options to improve the diagnosis of medical conditions in heavy vehicle drivers to reduce road safety risks</b></p> <p>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.</p>				



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## 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 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.

The key deliverables in this program are:

Land transport of dangerous goods program	2023–24	2024–25	2025–26	2026–27
<p><b>Regularly updating the land transport of dangerous goods code and model laws</b></p> <p>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.</p> <p>The Code and model laws are reviewed and updated every two years. Each review runs for a 2-year period.</p>				
<p><b>Undertaking a comprehensive review of the land transport of dangerous goods code</b></p> <p>Conducting a full review of the <i>Australian Code for the Transport of Dangerous Goods by Road and Rail</i> (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.</p>				
<p><b>Establishing training requirements for the land transport of dangerous goods</b></p> <p>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.</p>				



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## Heavy vehicles program

The NTC is responsible for developing and maintaining a Heavy Vehicle National Law (HVNL) with participating states and territories. For these jurisdictions, the HVNL regulates heavy vehicles over 4.5 tonnes gross vehicle mass. The NTC also undertakes other work as directed to support heavy vehicle safety, productivity and innovation.

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; a steering committee of the most senior transport officials; industry; and heavy vehicle regulators including the National Heavy Vehicle Regulator, police and state road authorities.

The key deliverables in this program are:

Heavy vehicles program	2023–24	2024–25	2025–26	2026–27
<p><b>Delivering the Heavy Vehicle National Law Safety and Productivity Program</b></p> <p>Developing a new Heavy Vehicle National Law (HVNL) that will:</p> <ul style="list-style-type: none"> <li>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</li> <li>empower industry and government to take advantage of future innovation and technology opportunities</li> <li>improve safety and reduce costs to benefit the community, industry and governments.</li> </ul> <p>The NTC will deliver a package of the primary law and core regulations in 2023-24 (not including passage through Queensland parliament*)</p>				
<p><b>Supporting the implementation of the new Heavy Vehicle National Law</b></p> <p>Supporting the implementation of and transition to a new HVNL including:</p> <ul style="list-style-type: none"> <li>Supporting passage of the legislation through Queensland parliament*</li> <li>Developing other statutory and non-statutory instruments that assist with the transition to the new law</li> </ul> <p>Regular reviews of this law were suspended while the HVNL was subject to a comprehensive review. These regular reviews will commence two years after the new HVNL is enacted. This law will then be reviewed each year but only amended if changes are required.</p>				

\*Queensland is the host jurisdiction for the heavy vehicle national law scheme



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## 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.

To deliver this program, the NTC works 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 charges.

The key activities in this program are:

Heavy vehicle charges program	2023–24	2024–25	2025–26	2026–27
<p><b>Developing an implementable forward-looking cost base</b></p> <p>Developing and evaluating an implementable forward-looking cost base that could be used as a basis for setting heavy vehicle charges from 2026-27 onwards. This will include developing the model in collaboration with jurisdictions, evaluating how it would perform if adopted, it also involves engaging with stakeholders to build familiarity with the model and its likely performance.</p> <p>The NTC’s regular work ‘maintaining and improving the forward-looking cost base prototype model’ will be suspended while a new cost base is developed. Annual maintenance of the cost base model is expected to resume once a new cost base is in place.</p>				
<p><b>Advising on an annual adjustment to heavy vehicle charges</b></p> <p>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.</p> <p>To calculate the annual adjustment, the NTC applies an annual adjustment formula as contained in the Heavy Vehicle Charges Model Law.</p> <p>This advice is provided each year unless heavy vehicle charges have already been set through a ministerial decision. The process to provide this advice is completed within a 12-month period.</p>				
<p><b>Sourcing transport usage data to support future work on heavy vehicle charges and policy</b></p> <p>Ensuring vehicle usage data is available to support work on heavy vehicle charges and transport policy.</p>				



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## 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 road transport law 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 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.

The key deliverables in this program are:

Australian Defence Force exemption framework program	2023–24	2024–25	2025–26	2026–27
<p><b>Updating the Australian Defence Force exemption framework</b></p> <p>Updating the <i>Australian Defence Force Road Transport Exemption Framework</i> to ensure it remains current.</p> <p>Ongoing frequency of updates will depend on the outcomes of 'online geospatial tool to digitise the Australian Defence Force exemption framework.'</p>			○	
<p><b>Developing an online geospatial tool to digitise the Australian Defence Force exemption framework</b></p> <p>Translating the current turn-by-turn descriptions of approved routes in the <i>Australian Defence Force Road Transport Exemption Framework</i> 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.</p>	○			



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## 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 with which a light or heavy vehicle must comply for its use on a road and aligns with the Australian Design Rules as appropriate which are developed and administered by the Commonwealth Government. 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.

The key deliverables in this program are:

Vehicle standards program	2023–24	2024–25	2025–26	2026–27
<p><b>Regularly reviewing the vehicle standards for light and heavy vehicles</b></p> <p>Regularly reviewing the Australian Light Vehicle Standards Rules and the Heavy Vehicle (Vehicle Standards) National Regulation.</p> <p>These standards are reviewed each year and amended if needed. Each review is completed within a 12-month period.</p>				
<p><b>Updating Mass limits and other regulator settings to address the impact of Euro VI standards</b></p> <p>Investigating and updating heavy vehicle mass limits and other regulatory settings to ensure productivity is appropriately balanced with the benefits of Euro VI emissions standards.</p>				
<p><b>Reviewing options to achieve national harmonisation of light vehicle modification standards</b></p> <p>Developing options to achieve national harmonisation of modification standards for light vehicles.</p>				



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## Emissions reporting program

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. Further to this the NTC is working with the Bureau of Infrastructure and Transport Research Economics (BITRE), Austroads, the Federal Chamber of Automotive Industries (FCAI) and the Green Vehicle Guide towards developing a ‘whole of vehicle fleet’ emissions report for Australia.

The NTC engages with the FCAI, 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.

The key deliverable in this program is:

Emissions reporting program	2023–24	2024–25	2025–26	2026–27
<b>Reporting annually on carbon dioxide emissions intensity for Australian light vehicles</b>				
Developing and publishing an annual report on the carbon dioxide emissions intensity of cars and light commercial vehicles.				



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## 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 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.

The key deliverable in this program is:

Reform monitoring and evaluation	2023–24	2024–25	2025–26	2026–27
<b>Delivering the annual National Transport Reform Implementation Monitoring Report</b> 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.	○	○	○	○



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## Strategic partnerships program

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

Strategic partnerships program	2023–24	2024–25	2025–26	2026–27
<b>Expanding the National Women in Transport initiative</b> Expanding the speakers' bureau, and growing the impact of the initiative to: <ul style="list-style-type: none"> <li>showcase Australian women working in transport</li> <li>increase participation by women in the transport sector</li> <li>support the creation of a modern and inclusive transport sector.</li> </ul>				

For more information and progress updates on the NTC's work, visit our website at [www.ntc.gov.au](http://www.ntc.gov.au)

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# Evaluating our performance

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## 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 the Infrastructure and Transport Ministers’ Meeting (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.

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# Our performance measures





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## Our performance measures

	Desired outcome	Performance measure	Target	Assessment methodology/source	2023–24	2024–25	2025–26	2026–27
1	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 National Transport Reform Implementation Monitoring Report and (where available) by third parties such as the Productivity Commission.  This measure will not be introduced until 2024-25 as there are no reform evaluations planned in the previous reporting periods.				
2	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 Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport.	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 National Transport Commission Act).	<b>Next review scheduled for 2027</b>			
3	The NTC's reforms deliver public value for Australia's transport system.	The NTC develops reform proposals that are demonstrated to offer national benefits.	Clear evidence is provided of the expected benefits for all reform proposals.	Quantitative (total net present value) and qualitative assessment of anticipated benefits, including as assessed through regulatory impact statements.				

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	Desired outcome	Performance measure	Target	Assessment methodology/source	2023–24	2024–25	2025–26	2026–27
4	The NTC's program of work is delivered in line with ITMM expectations, enabling them to achieve their strategic objectives.	The NTC's advice is relevant and valuable to ITMM.	All the NTC's recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making.	An assessment of how well the NTC's recommendations were received by ITMM, considering: <ul style="list-style-type: none"> <li>How the NTC's recommendations are reflected in ITMM decisions (based on ITMM communiqués, initiatives or requests for work, or other related interactions)</li> <li>Any feedback the NTC receives from ITMM or ministers on its advice.</li> <li>How supportive ITMM or ministers are of considering NTC advice</li> </ul>				
5	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 deliverables on time and within budget.	100 per cent of ITMM-agreed deliverables are completed on time and within budget.	A count of deliverables completed (using NTC program management records and papers submitted to ITMM) compared with the approved annual work program and budget.				

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	Desired outcome	Performance measure	Target	Assessment methodology/source	2023–24	2024–25	2025–26	2026–27
6	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 instruments are reviewed each year with amendment packages submitted if required.	A count (using NTC program management records and papers submitted to ITMM) of amendment packages submitted to ITMM.				
7	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.	The National Transport Reform Implementation Monitoring Report is provided annually and includes: <ul style="list-style-type: none"> <li>the status for each jurisdiction for all land transport reforms being implemented</li> <li>recommendations to address any barriers to successful implementation.</li> </ul>	A review of what the NTC submitted to ITMM to confirm that the National Transport Reform Implementation Monitoring Report was provided annually and meets the target criteria				

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	<b>Desired outcome</b>	<b>Performance measure</b>	<b>Target</b>	<b>Assessment methodology/source</b>	<b>2023–24</b>	<b>2024–25</b>	<b>2025–26</b>	<b>2026–27</b>
<b>8</b>	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.				
<b>9</b>	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.	The overall feedback received is positive and constructive.	A two-yearly stakeholder survey of government and private sector stakeholders conducted and analysed by an independent consultancy.				
<b>10</b>	The NTC has the capability to deliver its program of work through engaged staff and a supportive culture.	The NTC has engaged staff and a supportive culture.	A staff engagement score of 50 or above for 'overall engagement' measure and positive staff feedback from exit interviews and/or other formal feedback mechanisms.	An annual staff engagement survey conducted and analysed by an independent consultancy. While the target is 50 or above (indicating the NTC is in the 50th percentile (average) of the norm group), a result of 40 or above will be considered 'partially met' as this demonstrates that the NTC's engagement results have either improved or remained relatively stable.  De-identified staff feedback collated by the NTC's HR department from exit interviews (conducted by HR) and any other formal feedback received by HR.				