



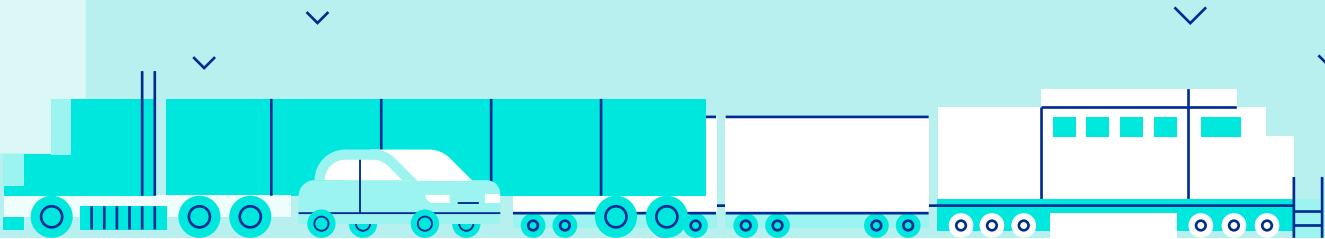
Corporate Plan

2026–27 to 2029–30

National
Transport
Commission **ntc**

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The NTC 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.

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Statement of preparation

I am pleased to present the 2026 NTC Corporate Plan for the four reporting periods from 2026–27 to 2029–30.



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 the NTC’s program of work for the next four years which the NTC will deliver in collaboration with governments and stakeholders.

This is a significant program of work which delivers on the reform priorities of Australian infrastructure and transport ministers to benefit all Australians. I am confident in the NTC’s ability to deliver this work and excited to see the program unfold.

A handwritten signature in blue ink, likely belonging to Carolyn Walsh.

Carolyn Walsh
Chair of the National Transport Commission

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Foreword



Improving supply chain productivity, preparing for a more automated, interoperable transport system, moving toward net-zero emissions and improving transport safety are national priorities.

This Corporate Plan sets out what the National Transport Commission (NTC) will do over the next four years to contribute to these critical themes in our work on behalf of all Australian transport ministers.

The NTC's work program is now larger than at any time since the NTC was established. We recognise that we have been entrusted by transport ministers through the Infrastructure and Transport Ministers' Meeting (ITMM) to deliver the program to the timeframes set by ITMM and to meet its expectations for meaningful and actionable national reforms that benefit our community.

As a transport reform agency with a focus on creating a nationally consistent operating environment for transport, we aim to address legacy issues while also keeping an eye on the future. More immediately, the changing international landscape presents new challenges that mean we also need to be agile in responding to new and emerging needs.

Australia's road freight task is expected to grow by 77 percent between 2020 and 2050, driven by population growth, global trade and changing supply chains. But to keep goods moving efficiently, safely and sustainably, rail freight must play a much larger role in Australia's national freight system.

The National Rail Action Plan (NRAP) has laid the foundations for a more connected rail network, with landmark reforms to digital signalling, standards and interoperability. The next phase of reform will be

about embedding those foundational reforms into real freight outcomes.

It's not about rail in isolation. It's about rail as part of an integrated freight and transport system, using road and rail to their respective strengths to support faster, more reliable and lower-cost freight movements across Australia. To support this, an updated Rail Safety National Law will embed interoperability principles.

For heavy vehicles, we will now deliver ongoing regulatory reform that is agile and responds to emerging industry and workforce needs. We want to make it easier for more efficient, lower emitting vehicles to join the fleet and smooth the way for new technologies that can make our supply chain more resilient and road freight more efficient.

The dangerous goods transport industry represents a sizeable part of Australia's \$72.6 billion freight industry. The chemical manufacturing industry alone supplies 108 of Australia's 114 industries. Dangerous goods are essential to everyday life and modern economies, and play a vital role in industries including manufacturing, agriculture and energy.

We will deliver the legislative amendments that complete the first comprehensive review of the Australian Dangerous Goods Code in more than 10 years. This work delivers measurable productivity benefits and cost savings to hundreds of industries across the economy. The draft Code addresses gaps, incorporates best practices, and manages new risks to keep the transport of dangerous goods safe.

Australia's transport ministers have agreed to a regulatory approach to the conditional deployment of automated vehicles in select locations commencing in 2027 with full national readiness to follow. The approach shifts the focus from full national readiness and better reflects how AVs are being introduced in other countries around the world.

Our work supporting states and territories in aligning their road and traffic laws continues, along with support for the Australian Government's national Automated Vehicle Safety Law. We are undertaking a significant piece of work to review the Australian Road Rules relating to child restraints for passengers under 16. This was last reviewed in 2010 and there have been significant changes since to child restraint design and best practice. Our work will make the rules safer, more inclusive and aligned to the latest safety research and best practice guidelines so every child is better protected on our roads.

Engagement in the right way and the right time is central to our work. We will continue to broaden the scope of our engagement to get earlier insights from industry on the changes they want to see that will lift productivity and prepare for the future. It means more engagement at the enterprise level rather than engagement driven by single policy challenges.

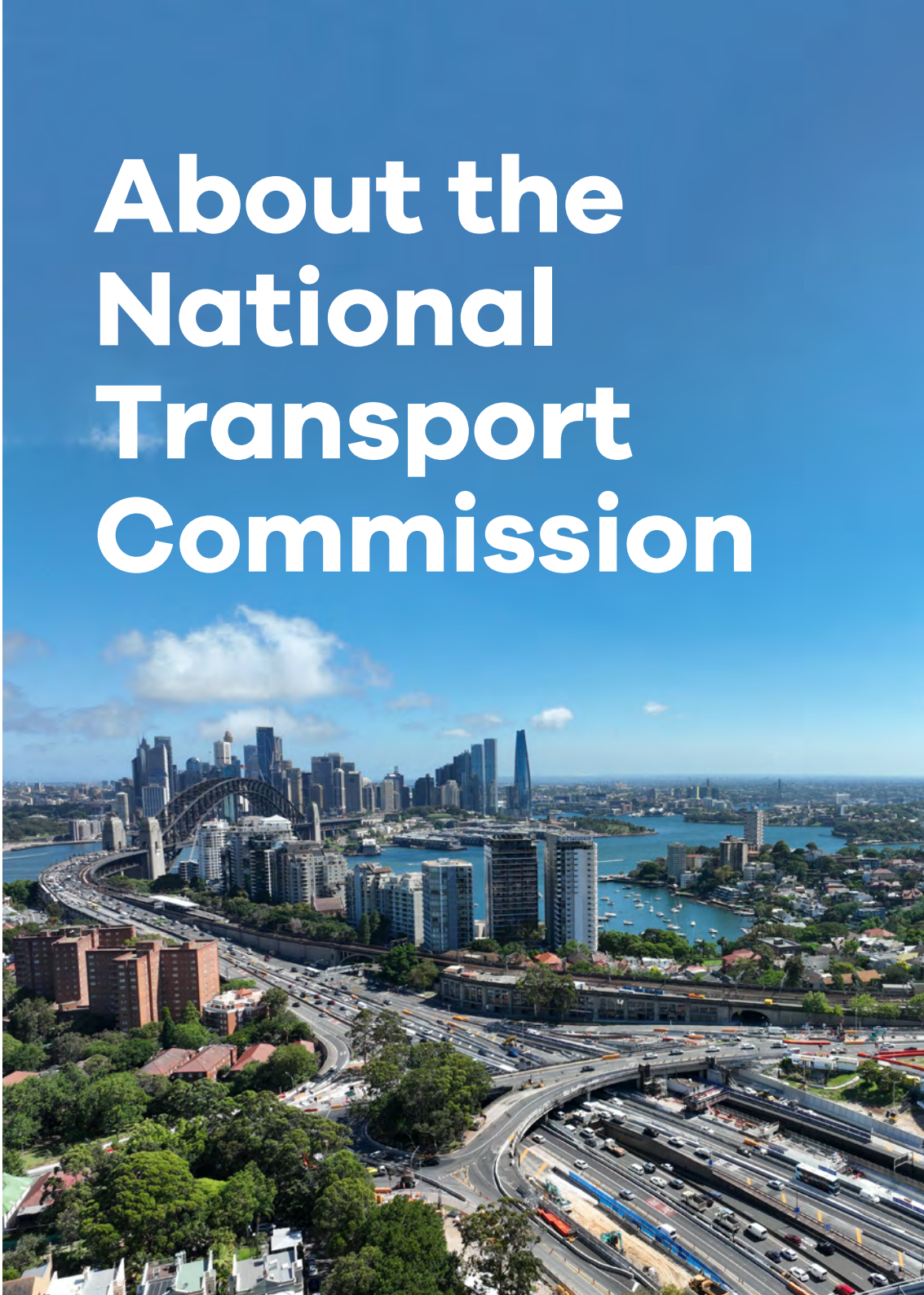
The NTC is an organisation of around 60 experts in law, economics, public policy, project management and engagement located across Australia. This Corporate Plan continues our focus on ensuring the NTC is a great place to work, and that our people have the skills they need at a time of rapid change.

Michael Hopkins
Chief Executive Officer and Commissioner



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About the National Transport Commission



Our vision

The NTC advances social, economic, and environmental outcomes for all Australians through an efficient and integrated 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
- help achieve the strategic objectives of Australia's infrastructure and transport ministers.

Strategic alignment

We deliver on our purpose through our five strategic goals and three key activities which in turn inform our performance measures.

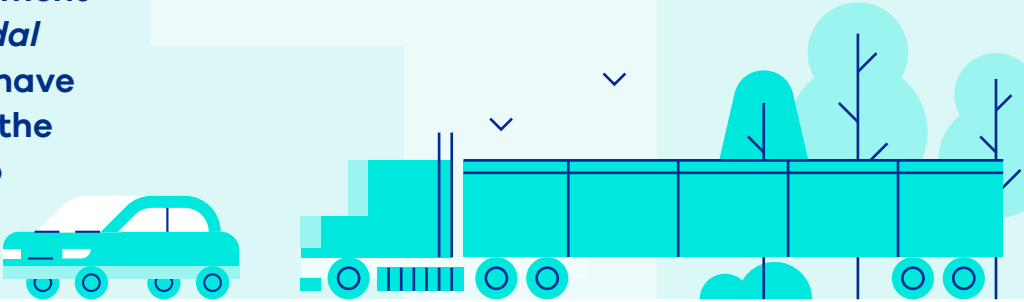


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Our strategic goals

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 reflect our purpose and describe what we have been asked to achieve by Australia’s transport ministers through the Infrastructure and Transport Ministers’ Meeting (ITMM). They also establish what we will focus on to deliver these goals.

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



Goal 1:

Safer transport

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

The NTC will work towards this goal by focusing on:

- 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:

A productive national system

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:

- 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:

Improved environmental outcomes

We help the transport system deliver better environmental outcomes

The NTC will work towards this goal by focusing on:

- Transport decarbonisation
- Prevention of environmental pollution and damage from transport
- Regulatory frameworks that promote environmentally sustainable outcomes



Goal 4:

Trusted as expert advisors

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:

- High-quality advice based on robust and transparent policy practices
- Meaningful engagement and partnerships with a broad range of stakeholders
- Expertise in policy and regulatory reform and Australia’s transport system



Goal 5:

A high performing organisation

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

The NTC will work towards this goal by focusing on:

- 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 key activities

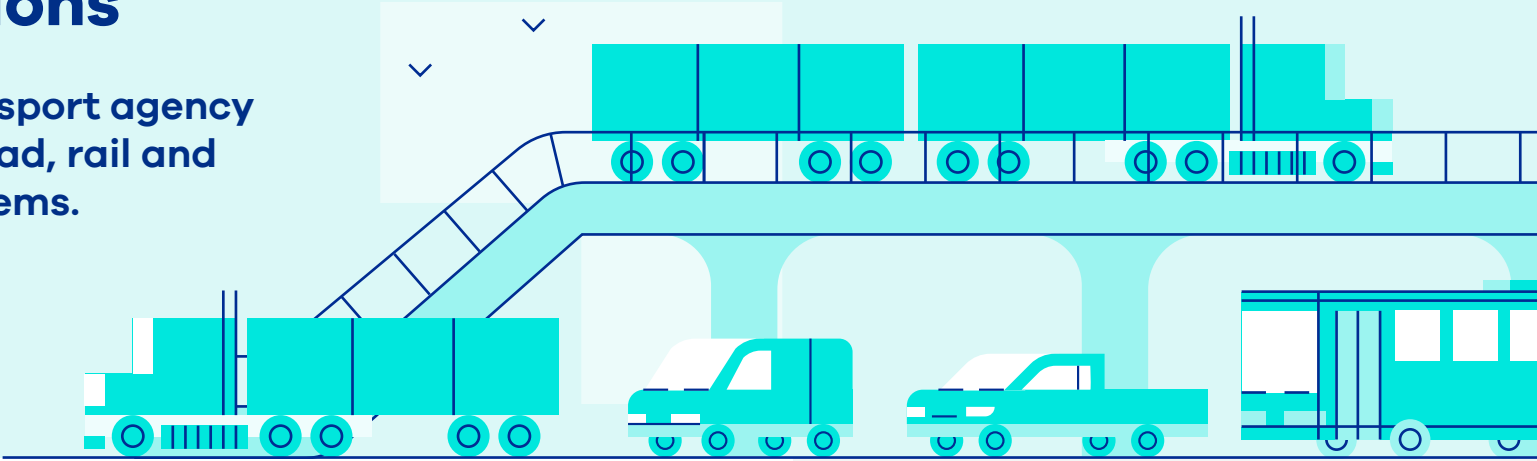
The NTC delivers on its five goals through three key activities. The NTC’s performance measures directly link to these key activities.

- **Key activity 1:** Deliver the ministerially agreed work program to promote national consistency in land transport and improve safety, productivity, and environmental outcomes.
- **Key activity 2:** Support ministers and stakeholders with high-quality expert advice.
- **Key activity 3:** Undertake effective stakeholder engagement to achieve desired outcomes.

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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 land transport systems.



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 advises all Australian transport ministers on harmonising national, state and territory transport laws, regulations, guidelines, rules and ways of working to support a more seamless national transport system.

The NTC is accountable to all Australian governments, so our focus is on achieving outcomes that deliver a national benefit through transport systems that work together. We aim to help deliver an integrated land transport system where:

- rules are consistent
- road and rail work together
- productivity is supported by national consistency
- the community and industry have the information they need to stay safe no matter where they are
- new technologies and products introduced in one state can be adopted by other states without unnecessary testing.

We develop, maintain and update several transport laws, regulations, codes and guidelines including the applied Heavy Vehicle National Law and Rail Safety National Law, the model Australian Road Rules, the Australian Dangerous Goods Code, and guidelines that keep transport workers and users safe. While we develop and maintain laws, we don’t implement or administer them.

Our focus is on a simple, safe national transport system that contributes to a growing economy and connects people and freight with the places they need to go. We negotiate solutions for all Australians by working closely with Australian governments and their agencies, industry, unions, regulators and the broader community.

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.

Our work focuses on:



Coordination, facilitation and partnerships



Regulatory reform, instruments, and frameworks



Regulatory guidance



Research, reporting and evaluation.

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Coordination, facilitation and partnerships

We find solutions to policy problems by establishing common ground between our partners and stakeholders based on evidence. Our job is to help align views and gain agreement on advice to transport ministers that is practical and actionable.

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

Through our deep transport industry knowledge, our research, and stakeholder relationships we also provide ITMM with strategic advice on emerging issues and opportunities. We may also help progress policy recommendations through other decision-making bodies.

We work closely with other transport bodies as stakeholders in our national transport system and draw on their expertise to get the best results, including through memorandums of understanding with the Office of the National Rail Safety Regulator (ONRSR), the National Heavy Vehicle Regulator (NHVR) and Austroads. The NTC also plays an active role in national strategies, working groups and steering committees, including the Decarbonisation of Transport Working Group (DTWG) convened under ITMM.



Regulatory reform, instruments, and frameworks

The NTC designs and develops nationally consistent legislative, regulatory and operational arrangements and frameworks and is responsible for developing, maintaining and negotiating model and national law. The NTC is not a regulator and does not enforce the law.

Our regulatory reform work is based on research and broad consultation through engagement channels, working and advisory groups and through submissions to formal papers. We publish Consultation Regulatory Impact Statements, discussion papers and issues papers and we consider the views expressed in submissions when considering options and next steps.

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 hosted by Queensland
- Rail Safety National Law – applied law 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 opportunities to improve the instruments where it could provide broader value. We do this through a mix of regular legislative 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.



Regulatory guidance

The NTC develops and maintains guidance material to support compliance with transport laws and regulations. This work ensures our community and industry have the information they need to keep people, workers and the transport system safe.

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
- Assessing Fitness to Drive for Commercial and Private Vehicle Drivers – with Austroads
- National Standard for Health Assessment of Rail Safety Workers.

The NTC also provides ongoing advice along with clear and simple explanations to the community and our stakeholders, so they understand why the policies have been developed, how they are applied, and their benefits.



Research, reporting and evaluation

The NTC is responsible for monitoring the implementation of agreed legislative and regulatory reforms and is expanding its role to deliver more comprehensive evaluations on their impact. Evaluations assess whether the reforms fully achieved the expected benefits and identify where more may be needed to give effect to the reform. By taking a national perspective we can identify where better alignment across states and territories can deliver a greater benefit.

The NTC’s regular monitoring and scheduled evaluations of transport reforms support ministers in determining the need for further action.

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

Research is a critical component of all our work. Using the best available evidence helps us to evaluate options and give our stakeholders the information they need to inform their own views. It enables meaningful engagement and the ability of stakeholders to consider alternative perspectives as we work toward common solutions to regulatory and other challenges.

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Our governance and legislation

The NTC is an organisation of around 60 policy, legal, engagement, economics and project management specialists with a head office in Melbourne and staff located across Australia.

We are led by a Commission of six commissioners, including the Chief Executive Officer. 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 through the Australian Local Government Association (ALGA).

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.

A *Statement of Expectations and Performance-based Framework* provide us with further direction and guidance.

This Corporate Plan describes how the NTC is responding to that direction and to recommendations from the 2021 review of the NTC – a statutory review held every six years.

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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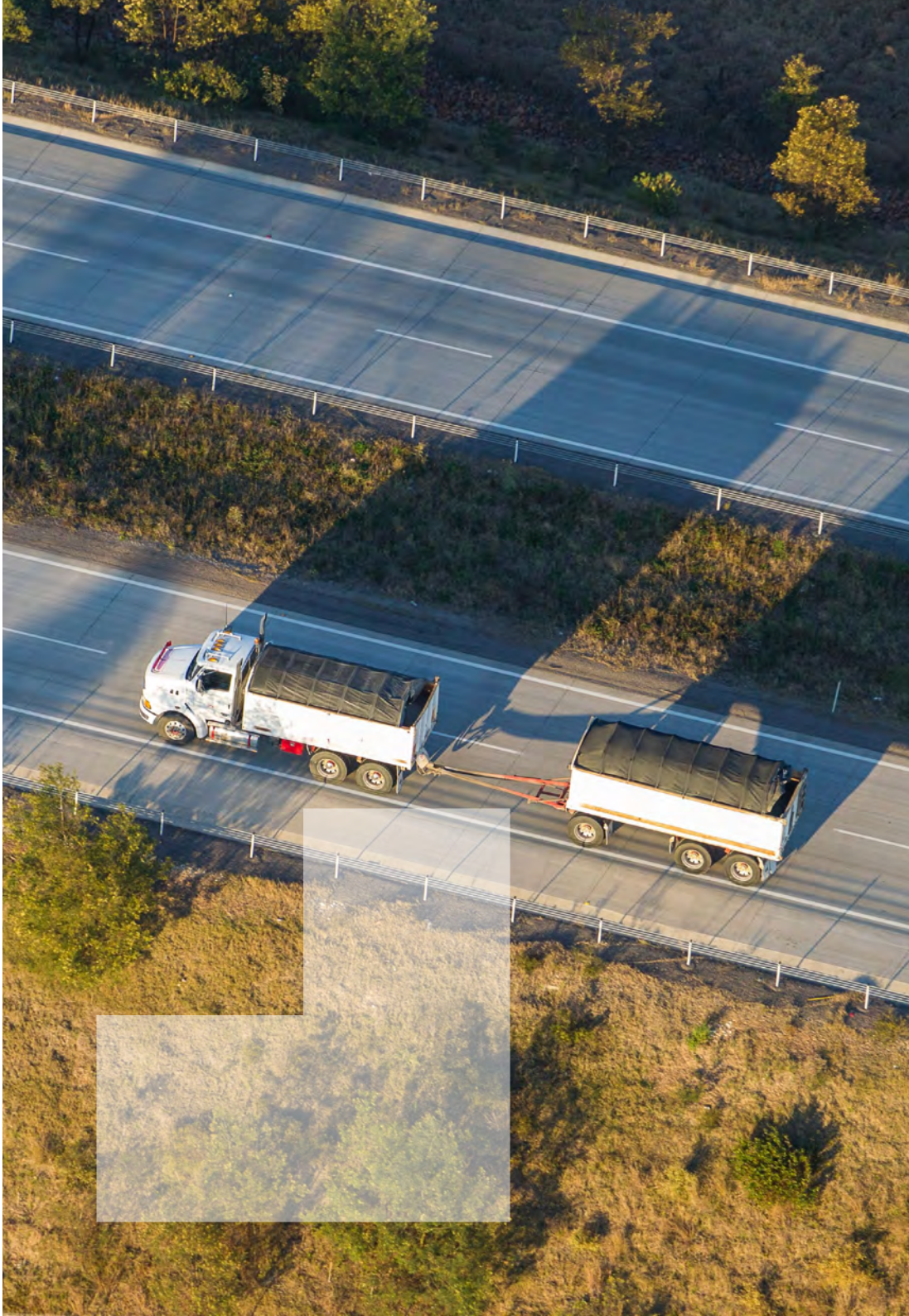
Our risk management and oversight

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 and manage 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 bi-annually before reporting to the Commission. The committee assures the Commission that there are mitigation plans in place for all significant enterprise risks and all other risks are being appropriately managed.

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.



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How we deliver reform

Transport ministers identify the challenges to be addressed by the NTC. Our job is to use the best possible evidence to help identify, explore, develop, and evaluate solutions to these national transport challenges. We do this by engaging with governments, industry, unions and the community and seeking their views through both formal and informal processes.

The reform process

Our transport reforms progress through five stages, from the initial idea through to implementation and evaluation of the impact:



1. Identifying a new transport reform opportunity:

Ideas come from governments, national transport bodies and regulators, industry, unions and the wider community.

The NTC may also suggest transport reform work identified through work already 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 proceed. The NTC will only progress 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 consult broadly through forums, webinars, working groups and the publication of Consultation Regulatory Impact Statements (C-RIS), Decision Regulatory Impact Statements (D-RIS), discussion papers and issues papers.

We consider the breadth of views we hear and the submissions we receive in response to our publications to develop recommendations and advice for transport ministers. This is balanced with research and evidence, including cost-benefit analysis where needed.

For legislative reforms, the NTC prepares drafting instructions and works with the Australasian Parliamentary Counsel's Committee to ensure agreed reform outcomes are accurately reflected in legislation.



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 on model and national laws and national reforms must be agreed unanimously by 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 agencies. These include the National Heavy Vehicle Regulator (NHVR), the Office of the National Rail Safety Regulator (ONRSR) 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. We may also evaluate the effectiveness of policy applied in different ways by different jurisdictions to determine opportunities for alignment.

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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. Working in partnership with others – both within and outside the traditional transport sphere – is increasingly the best way to achieve national objectives.

Within this environment, the NTC engages widely and acts as a facilitator across the transport system to deliver more through partnerships and collaboration.

Our stakeholders include:



Infrastructure and transport ministers and senior officials



Our community



Industry, unions, workers and academia



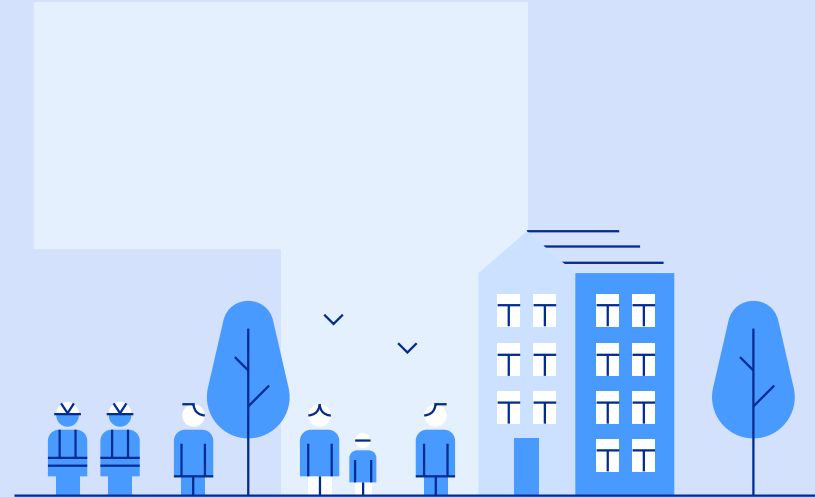
National transport bodies and regulators



State, territory and Commonwealth governments and agencies



International partners.



Our engagement principles

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.



Australian community

We want our transport system to work for all Australians.

Transport connects people and goods with where they need to go. Good transport connections have direct benefits for our community, businesses and our economy and national productivity. It connects people with jobs, education and services and allows businesses to grow their reach and underpins effective supply chains. Simpler, safer transport with good connections between our cities, ports and regions supports economic growth and social inclusion.

We are making it easier for the community to understand our role, engage with us and have a say on our work through our digital channels and information that is clear, accessible and engaging.



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 Rail Industry Standards Organisation (ARISO)** – development of Australia’s standards, codes of practice, guidelines and rules for the rail sector (formerly the Rail Industry Safety and Standards Board)
- **Austroads** – systems and research to harmonise practice and improve guidance for road transport managers
- **National Heavy Vehicle Regulator (NHVR)** – regulatory oversight of heavy vehicle safety and productivity
- **Office of National Rail Industry Coordination (ONRIC)** – coordination of a national approach to building capability in the rail manufacturing sector
- **Office of the National Rail Safety Regulator (ONRSR)** – regulatory oversight of rail safety
- **National Transport Research Organisation (NTRO)** – independent transport knowledge and research (formerly the Australian Road Research Board)
- **Transport Certification Australia (TCA)** – assurance in the use of telematics and related intelligent technologies.



Industry, unions, workers and academia

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

The NTC draws on their expertise and experience 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 and unions and the insights from academia can be properly reflected in our advice to ITMM.



State, territory and Commonwealth governments and bodies

Australian governments are invested in the NTC’s work as they fund us and are responsible for implementing the reforms we develop in response to ITMM decisions.

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 actionable 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.

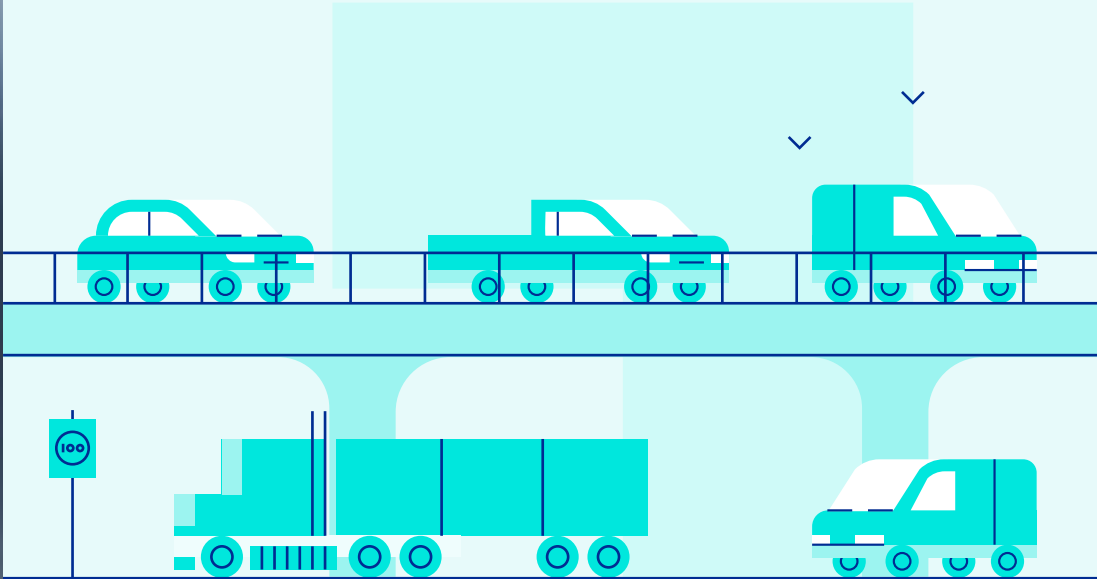


International partners

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 and protecting the environment from any harmful effects of transport.

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Leading and delivering reform



This section outlines the NTC’s operating context:

- **Our reform landscape** sets out what we are aiming 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 2026–27 to 2029–30** 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 and streamlining approval processes for national transport infrastructure projects; 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 set out 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.



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Goal 1

Safer transport

We progress a 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. Safe access to transport is essential for enabling people to fully participate in society and access the opportunities and services they need.

Safer 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 several 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.

The NTC will work towards a safer 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](#).

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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. The safety of heavy vehicle drivers and other road users is also a significant focus in our ongoing work to improve and maintain an updated Heavy Vehicle National Law.

The NTC's work 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 has recently completed a comprehensive review of the land transport of dangerous goods code and, subject to approval by ministers, will be delivering the legislative amendments to incorporate the findings of the review. This will 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), facilitating zero and

low emission heavy vehicles, more comprehensive reporting on CO2 emissions from light vehicles 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 regularly reviews the model Australian Road Rules. 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 NTC is also reviewing requirements for child restraints in vehicles which will improve the safety of our most vulnerable road users.

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 safe use of automated vehicles in Australia.



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 and implementing the findings from the targeted review of the Rail Safety National Law.



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Goal 2:

A productive national system

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

Australia’s transport and logistics sector across road and rail is facing significant change and economic challenges. 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.

Rail is critical to Australia’s economy, moving passengers and freight across the country and through key ports. With a massive 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’ and reduce current barriers to an integrated national rail network.

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 and 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, vehicle-to-vehicle and vehicle-to-infrastructure technology and new technologies deployed in heavy vehicles.

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 as well as more people from a diverse range of backgrounds and with a broad range of skills.

The skills shortage in the rail sector is compounded by a lack of standardisation in rail skills and mutual recognition of the skilled workforce. Training in rail skills is mostly bespoke and often not recognised across networks or borders. New workers don’t have a clear picture of what skills and training 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
- Develop national approaches to digital skills capability development



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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.

The NTC’s work to advance rail interoperability through the National Rail Action Plan is a program of nationally significant reform. Together with all governments, industry and unions, 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 reduce variation while preparing for the digitisation and decarbonisation of the sector.

A key component of the NTC’s rail reform is the development of a national approach to rail standards, technology, rolling stock approvals, network operations and skills development. This includes working with the Australian Rail Track Corporation (ARTC) to progress the implementation of Australia’s transport Ministers’ historic decision in August 2025 to adopt European Train Control System (ETCS) digital signalling technology across the National Network of Interoperability. In addition, advancing the development of the National Rail Standards Framework and associated governance arrangements will enable this national approach to be embedded by identifying the regulatory tasks, functions and ownership needed to create greater harmonisation and interoperability.

The NTC is delivering this important reform in close collaboration with the Australian Government, state and territory governments, the rail industry, unions and the skills and training sector.

The NTC is continuing work to update and modernise the Heavy Vehicle National Law (HVNL) to improve consistency and efficiency in regulating heavy vehicles 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.

We have developed 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. We will be presenting final recommendations to ITMM on this approach in late 2026. If approved by ITMM we will start implementing this approach ready for commencement by 1 July 2027.

The NTC also maintains the National Voluntary Guidelines for Landside Stevedore Charges. The most recent update (published in 2026) included changes to improve the transparency of landside pricing and charging behaviour, and maximise freight productivity and the efficiency of Australia’s container freight supply chains.



Focus area: Future-ready transport workforce

The NTC is working with industry, governments and worker’s representatives on a range of initiatives to broaden the labour pool and future proof the workforce.

The NTC is managing 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 driving this initiative. Our focus will be on maintaining our speaker bureau of senior women in transport, and taking action to improve the visibility of women in transport and connect them to the networks and resources they need.

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, the NTC is undertaking initiatives to increase mutual recognition of rail skills, harmonise operating rules, and develop a national approach to building future digital skills. The NTC’s work will to make it easier for people to move to where the work is and have their skills recognised. Reducing operational variation across networks will increase productivity, reduce risks to transport infrastructure delivery and make rail a more competitive freight option. The work supports national rail interoperability by considering the future workforce needs with the adoption of digital signalling and communication systems such as ETCS. The NTC’s work also supports industry initiatives that will make rail an industry of choice for women and marginalised communities.

The NTC helped found the Champions of Change Rail Group comprised of senior leaders from organisations accounting for over 32,000 employees across the Australian rail industry. The Group is dedicated to developing women leaders at every level, creating inclusive workplace cultures, and enabling more women and girls to pursue careers in the rail sector.



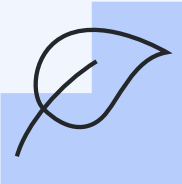
Focus area: Regulatory frameworks that support competition and innovation

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, 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.

Through the National Rail Action Plan we are focused on lifting the productivity of rail by aligning rail signalling systems, developing a set of critical standards, harmonisation of train components and national skills recognition.

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Goal 3

Improved environmental outcomes

We help the transport system deliver better environmental outcomes



Transport is a major contributor to CO2 emissions and pollution including via NOx, SOx, and diesel particulates, leading to widespread environmental impacts and climate change. In Australia, the transport sector is the third largest greenhouse gas emitter and is projected to become the largest source of emissions by 2030. The environmental impacts of transport also extend beyond emissions. Transportation of toxic or hazardous chemicals can lead to air, ground, or water pollution, and the transport system also affects the ecosystem around it – for instance, through noise, habitat loss, and fragmentation.

In 2022, Australia’s Infrastructure and Transport Ministers agreed on ‘decarbonisation of infrastructure and transport’ as one of their key focus areas and in 2025, the Australian Government released their Transport and Infrastructure Net Zero Roadmap and Action Plan. Transport can be particularly difficult to decarbonise, especially heavy and long distance vehicles. The decarbonisation pathway for heavy vehicles is likely to require a range of different technologies, including electrification for buses and rigid trucks, and a mixture of low carbon liquid fuels (LCLFs) for larger vehicles that carry heavier payloads over longer distances.

With a significant decarbonisation task ahead, global and Australian commitments to net-zero present an opportunity to develop a collaborative and consistent approach across national jurisdictions for emissions and pollution reduction in transport.

The NTC is also aligned with the Australian Government’s commitment to achieve net zero in government operations by 2030. We report on our environmental performance and greenhouse gas emissions in our Annual Report, and have a Chief Sustainability Officer role to champion and help shape a culture of sustainability across the organisation.

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

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

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Focus area: Transport
decarbonisation

The Australian Government and all states and territories have committed to economy-wide net-zero 2050 targets. Some jurisdictions have committed to earlier targets for low and zero emissions with various programs including the increased usage of zero emission (powered by renewable energy) buses over the coming years.

Since 2009, the NTC reports annually on the CO2 emissions intensity of new light vehicles and provides a transparent benchmark on how Australia's car emission performance is tracking. For the first time in 2024, the report was expanded to include data from nearly 17 million light vehicles registered in Australia since 2003 and still on the road today. The comprehensive report gives the most detailed picture of emissions trends in Australia's light vehicle fleet, to help governments, industry stakeholders and everyday drivers make more informed decisions to support transport decarbonisation.

Much of the NTC's work supports decarbonisation in a more indirect way. One of these ways is how our work influences the efficiency and environmental sustainability of different transport modes, particularly in the freight sector. Removing impediments to heavy vehicle and rail operators from investing in and using more efficient practices, and facilitating freight to be transported by the most effective mode can reduce emissions significantly.

The NTC's rail reform work is expected to drive network efficiencies and make rail more productive and sustainable. Further, this work aims to align digital technological innovations, standards, and skills training that will drive rail interoperability and harmonisation initiatives across jurisdictions so that rail operates more seamlessly.

Similarly, other law reform to enable newer (lower-emission) and more innovative vehicles may lead to better environmental outcomes. A new regulatory framework will enable deployment of AVs, which may positively impact transportation sector emissions through higher efficiency vehicles and transformation of traditional consumer patterns and car ownership models.

The NTC's work also aligns with the Government's Transport and Infrastructure Net Zero Roadmap and approach to decarbonisation. In particular, freight efficiency initiatives to ensure heavy vehicles are less energy intensive per tonne/km, and a recent evaluation of electric buses assessing a potential transition to zero emissions buses across jurisdictions. This evaluation supports jurisdictions to build on practical actions to support the electrification of transport, both for road and rail, and offers a shared national approach for the transition and operation of electric bus fleets.

Future programs of work to support decarbonisation efforts are likely to emerge from the NTC's participation as a member of the Decarbonisation of Transport Working Group (DTWG) convened under ITMM and chaired by the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts. Through this group there are potential opportunities for the NTC to play a greater role in coordinating and monitoring sector-wide efforts to decarbonise transport. The NTC is also represented on other industry and government working groups looking at decarbonisation and environmental sustainability.



Focus area: Prevention of
environmental pollution and
damage from transport

Safe transportation of dangerous goods can help reduce the risk of environmental contamination, while 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 developing or reviewing them with an environmental lens. This environmental lens can be seen across the NTC's program of work, particularly in our work on heavy vehicles, enabling new technology, and the safe transport of dangerous goods.

Australia has implemented Australian Design Rule (ADR) 80/04, which mandates cleaner Euro-VI standards for new truck sales. New technologies, including hydrogen and battery-electric trucks are now entering the Australian market and will be more prevalent in the coming years. Battery electric and hydrogen vehicles are heavier than internal combustion engine vehicles, presenting policy and infrastructure capacity challenges. In November 2024, new regulations prepared by the NTC allowed increased mass limits for most ADR 80/04 compliant trucks, with further work continuing for some specific vehicle types. The NTC continues to explore regulatory reforms to increase mass limits for these vehicles to minimise any impact on access and productivity.

It is also a priority for the NTC to consider how heavy vehicle mass regulations can be updated to enable access to a broader range of these zero and low emission vehicles. Further, the NTC maintains the Australian Light Vehicle Standards Rules which regulate in-service vehicle standards for light vehicles. These standards cover areas such as light vehicle emissions.

By participating in the Commonwealth's Decarbonisation of Transport Working Group, additional opportunities may arise for the NTC to identify regulatory barriers to transport decarbonisation across jurisdictions, consider a new AV regulatory framework, and explore legislative and policy amendments to enable zero emission trucks and buses.

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Goal 4

Trusted as expert advisors

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 the Infrastructure and Transport Ministers’ Meeting sets the expectation that the NTC will “provide expert advice to Ministers on developing, implementing and evaluating reforms to improve land transport productivity, safety and decarbonisation outcomes.” 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



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

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Contemporary approach to policy development and evaluation

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. We need to ensure our policy design and evaluation is contemporary and draws on a range of disciplines to combine research, qualitative and quantitative analysis, and deep critical thinking.

The NTC has developed a comprehensive evaluation framework and practices to better evaluate the outcomes of national transport reforms, whether economic and safety benefits have been achieved and to what extent. Our ongoing program of evaluation work will enable us to provide advice on the value and impact of transport reforms and further opportunities for improvement. This builds on the NTC’s existing work providing independent reform monitoring for transport ministers.

We will continue to enhance our policy approach through:

- Expanding our evaluation capability and capacity, with a focus on economics and data analytics.
- Challenging and testing our reform ideas and proposals in formal peer forums to drive outcomes-thinking.
- Exploring options to make our policy development processes more agile and responsive.
- An ongoing program of in-house discussion forums, guest speakers, and professional development to improve our policy and reform expertise, and how we engage.
- Continuing to refine how co-design principles can be embedded into our policy practices.
- Encouraging 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.

Robust planning and quality assurance practices

Key risk: The NTC needs effective practices in place to ensure its work is consistently high-quality and delivered in an appropriate timeframe.

The NTC is committed to continuously improving the quality of its advice and the practices that support that. We are 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, including:

- Using formal and informal peer review and approval channels.
- Embedding fit-for-purpose program and project management practices and capability uplift, supported by ICT systems that enable us to effectively plan and manage our work.

Transparency as far as possible

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. We also aim to provide opportunities for different stakeholders to hear directly from each other and gain insight into the range of views being provided to the NTC for consideration.

Capturing and sharing insights, information and knowledge to inform future work

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

The small size and more agile deployment of the NTC’s workforce makes longer term succession planning and knowledge sharing increasingly critical. The NTC is taking an active approach to documenting and sharing critical knowledge, skills and processes for core NTC work 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, and more collaborative ICT systems.

We are making it easier for people to work across teams and projects by:

- recording and sharing our institutional knowledge
- embedding ICT systems that enable more agile and collaborative work practices
- improving consistency in how we manage and deliver our work across the organisation.



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

Delivering transport reforms that make a real difference to our transport system requires extensive collaboration. 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. We also undertook a stakeholder survey in 2025 and are now responding to what we heard. These are both reflected in the following priorities and key risks.

For more on how we partner and collaborate across the transport sector, see ‘Who we work with and how.’

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Bringing our engagement principles to life

Key risk: To successfully deliver reform, the NTC needs to effectively engage and be responsive to stakeholders.

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 and established a set of engagement principles to define the standard we aspire to.

The NTC’s focus on engagement is further reflected in our operating model and organisational structure, capability framework, organisational learning and development, and processes and systems. We 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.

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 that we foster productive relationships that enable us to navigate issues and situations with sensitivity and understanding.

We regularly seek feedback from stakeholders on how we’ve engaged including through a periodic strategic stakeholder survey. Following our most recent survey we are placing additional focus on:

- Improving how we plan and communicate our project and engagement timelines, objectives and outcomes,
- Providing a better and more consistent stakeholder experience
- Strengthening our core relationships while also broadening our stakeholder consultation and understanding.

Accessible communication through a range of formats

Key risk: To successfully deliver reform, the NTC needs to ensure its engagement approaches are easy to understand and access.

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 short-form summaries, infographics, videos, webinars and digital engagement through our website and social media.

We are improving how we communicate by:

- Continuing to diversify how we engage and use a range of communication channels.
- Refreshing the NTC website (based on stakeholder consultation and analytics) to make it more accessible, easier for people to find and understand the content they need and engage with us.
- Improving the accessibility of our documents and digital platforms.

Co-design principles and collaboration to plan and develop reforms

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. When developing our timeframes we take into account stakeholders’ capacity and when they can meaningfully engage.

Shaped by transport minister’s priorities, our reforms are planned and developed in close consultation with our partners to remove duplication. 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.

We are also placing emphasis on early engagement and using the principles of co-design as far as possible to drive a more collaborative approach, noting the final decisions on our reforms sits with ITMM.

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 open to 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. We can be 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 when needed.

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Enduring stakeholder relationships at all levels

To complement our engagement on specific reforms, we regularly update our Enterprise Engagement Strategy to develop and strengthen our ongoing stakeholder relationships and broaden our engagement networks. We will continue to focus on building strong relationships across the sector by:

- Running regular events with industry and other key stakeholders to discuss our whole program of work, big issues and trends in transport, and engage early on upcoming reforms.
- Contributing to a range of relevant taskforces and working groups across the sector.
- Proactively reaching out to new stakeholders to let them know about our work and how to engage.

Engagement capability & expertise (skills, processes, practices & systems)

Facilitation and engagement expertise allows us to bring together different perspectives into workable solutions and support stakeholders across the transport system to deliver those solutions. 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. We are building a strong culture of engagement, underpinned by an engagement commitment that provides our people with the principles to embody in their work, and ongoing capability development and in-house expertise.

To improve our engagement capability, the NTC will be:

- Providing engagement training and development for our people including facilitation training.
- Developing best practice engagement resources, tools, and guidance material to support people to engage effectively.
- Listening to stakeholder feedback (including surveys) on how we engage and using this to lift our engagement practices.



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, and the transport ministers’ Statement of Expectations for the NTC directs us to “build and maintain the skills and technical capabilities required to support delivery of Ministerial priorities.”

For the NTC this means an emphasis on the following capabilities.

Thought leadership and stewardship for a cohesive national approach

The NTC is responsible for delivering significant national reform that has long-term benefits. We have a unique focus on harmonising the transport system nationally to deliver the best outcomes for Australia as a whole. To do this we need to have a thought leadership mindset to identify new possibilities, and look at potential reforms from both a short and long-term perspective.

The NTC leads or engages in national sector-wide conversations exploring key trends and opportunities. One of the ways we do this is through hosting forums, roundtables, and other events. We also attend and speak regularly at industry conferences and other stakeholder events.

These events bring together senior people and experts across the transport sector and other sectors and ensure that we hear and explore a range of perspectives. The NTC also runs internal thought leadership events such as facilitated discussions and guest speakers to continually test and grow our thinking.

Aware and responsive to changing trends and priorities

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 resilience and agility into how we work and manage our resources.



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.

The NTC maintains in-depth awareness of the transport and regulatory trends and environments that we operate in. 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 transport, technology, and regulation. These insights are shared and consolidated through regular program-wide discussions, forums and presentations to inform the NTC’s program of work as a whole.



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Expertise in navigating regulatory, legislative & parliamentary processes

Key risk: To deliver effective regulatory change, the NTC must maintain deep expertise in regulatory, legislative and parliamentary processes to ensure policy proposals translate into clear, workable and legally robust instruments.

The NTC maintains strong expertise in navigating regulatory, legislative and parliamentary processes, supported by robust governance arrangements. Dedicated specialists work closely with the Parliamentary Counsel’s Committee and the Office of Impact Analysis to support nationally consistent and implementable reforms. To strengthen governance and legal integrity, the NTC has established an independent legal and legislative services function. This function provides authoritative legal advice and legislative stewardship across the reform lifecycle, ensuring statutory compliance, best-practice governance and the effective translation of policy intent into law. Capability in this area is reinforced through targeted workforce planning to ensure the NTC’s reform program is supported by the necessary expertise and independence.

Workforce planning & investment in our future capability

To ensure we have the expertise needed, the NTC needs to attract and retain the right people and continually develop and grow staff capability. Our flexible operating model allows us to 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.

Key risk: The NTC needs to ensure it has the skills and capability required to deliver the NTC’s program of work.

The NTC is responding by broadening how and where we recruit (employing people located across Australia), focusing on core policy and engagement skills, and enhancing our strategic workforce planning and development. How we attract and retain staff is also an important factor, which we are addressing through our focus area ‘A great place to work where all staff feel connected, engaged and valued.’

To reflect the NTC’s national role, we recruit nationally with staff working across the country in a range of locations (including working from home). This flexibility allows us to get the best people for the job and enables more local engagement with our partners in other locations. We complement this with co-location arrangements to provide remote staff (including from partner agencies) with a local office to work from.

The NTC also engages specialist technical skills and resources only as needed to supplement our core workforce. This allows us to focus on excellence in our core skills while being able to remain agile to deliver additional work as needed.

- The NTC is continuing to maintain and develop its expertise and capability by:
- Embedding practices and systems to more effectively plan and manage our work and resources.
 - Aligning recruitment, workforce planning, learning and development activities and performance management with the NTC Capability Framework and Personal Development Plans.
 - 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 focused on optimising training for the NTC, ensuring learning is transferred into the workplace, and building capability for the future.

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Goal 5

A high performing organisation

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



The transport ministers' *Statement of Expectations* for the NTC directs us to create “a culture where work is well planned, progress is timely and tracked, and outcomes are reported,” and to “effectively carry out the Ministers’ priorities with available resources, expertise and systems.”

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

Exceptional integrity, regulatory compliance and alignment with Government priorities, strategies and directions

The NTC needs to successfully deliver its reform work while maintaining excellence in public governance, performance and accountability. The transport ministers’ *Statement of Expectations* for the NTC directs us to “Maintain high standards of professionalism, service, probity, regular 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 performance, governance and relationships and addresses the *Statement of Expectations* through the NTC’s corporate plan. The Commission meets four times a year to provide oversight and input into the NTC’s work program. As a commissioner, the NTC’s Chief Executive Officer provides a strong link between the organisation and the Commission. 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.

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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 and control environment and management of that environment.

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 work closely with the Infrastructure and Transport Secretariat (a function of the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts) to submit and seek approval of our work by transport ministers or their delegates.

We also contribute to Government strategies and priorities including the APS Net Zero Emissions targets. The NTC’s goals and work program reflect 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*.

The NTC has established clear governance frameworks and processes to ensure compliance with legislative requirements and Government expectations. This is supported by a formal legal services framework and an independent legal and legislative services function, which strengthen legal oversight, compliance and governance across the organisation. The NTC will continue to meet Government expectations through:

- Continuing to utilise a targeted program of internal audits undertaken by an independent auditing organisation.
- Aligning our governance practices with the Australian Government’s Integrity Good Practice Guide.
- Streamlining processes, practices and systems to strengthen accountability and optimise how the organisation meets its legal and governance requirements.
- Developing and implementing an NTC Emissions Reduction Plan and introducing more sustainable end-of-life management processes for ICT devices.

Robust corporate governance and planning

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. Our governance and planning capabilities also enable us to be adaptable and responsive to change as an organisation.

The NTC will maintain the robust governance practices already in place and continue to mature our Enterprise Project Management Office (EPMO) function to support the delivery of our work and ensure that all projects are properly scoped, planned and delivered using a consistent framework.

We will improve how we deliver against our strategic objectives by enhancing our governance frameworks for corporate planning and delivery. This will lift both how we identify, plan and deliver corporate projects as an integrated program of work, and how we get the best outcome from each individual project.

Positive risk culture

The NTC supports 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. Fostering a positive risk culture is embedded in our values and we have an established risk management framework. We provide regular training and support for staff on how to identify, assess, respond to and report on risks that could prevent the NTC from achieving its organisational objectives.

We will continue to promote a positive risk culture through:

- Assessing and improving the NTC’s risk management maturity in line with the Commonwealth Risk Management Capability Maturity Model and Commonwealth Risk Management Policy.
- Further developing staff training and awareness so everyone at the NTC can assist with the management of risk.
- Conducting regular ‘lessons learned’ exercises to honestly share and learn from both success and failure.



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

Positive, inclusive, flexible, and safe workplace for everyone

A strong and positive culture is critical for organisational performance and success at NTC. Creating a workplace where everyone feels safe and valued ensures a more productive work environment that supports retention and staff wellbeing.



Key risk: The NTC needs to prioritise a healthy workplace culture to attract, retain, and unlock staff potential.

The NTC aims to be an attractive place to work with an engaged and capable workforce and a culture that inspires. We take pride in our culture and level of engagement and want our workplace to be one that promotes health and wellbeing – a positive, diverse, and inclusive culture that supports all employees to thrive. Our aim is a workplace that ensures everyone feels safe, included, empowered, and supported.

In 2023 the NTC developed a ‘Great Place to Work’ strategy to maintain a focus on our organisational culture and capability, and to respond to staff engagement surveys and other staff feedback. We have now delivered on the key elements of the strategy and have embedded ongoing activities into how we operate and the work of the Organisational Performance team. The NTC has a set of values that were developed by staff: care, commitment, courage, curiosity and collaboration that are recognised and celebrated through our staff recognition and awards process.

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

- Optimising our hybrid working practices and the facilities and technology to create inclusion and belonging.
- Undertaking a current and future state cultural analysis and responding to annual staff engagement surveys and other feedback channels.
- Holding quarterly in-person ‘all staff’ events at our head office to bring everyone in the organisation together.
- Organising a range of formal and informal activities to improve connection to each other, our work, and our purpose.
- Supporting staff-led groups and initiatives focused on connection, thought leadership, and diversity, equity and inclusion.
- Regular training for all staff on workplace health and safety and how to identify and appropriately manage physical and psychosocial hazards.

Inspiring leadership at all levels

The NTC needs to prioritise leadership capability to create a workplace where all employees thrive.

The NTC recognises the importance of people leadership in driving and creating a positive organisational culture that enables the successful delivery of our work. Our leadership needs to be agile, responsive to change, and inspire purpose and belonging. We are

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actively building a culture where everyone is empowered to use their voice, skills and knowledge to make their best contribution and lead change.

NTC promotes a collaborative leadership culture that avoids being excessively hierarchical and supports self-awareness and discovery. A significant component of improving leadership capability is giving our people the tools to work better with each other and thrive in the workplace.

We will continue to develop leadership capabilities through:

- Understanding our current culture and how it shapes leadership behaviours and decisions
- Conducting leadership diagnostics to increase self-awareness and growth opportunities
- Ongoing training and professional development and a stronger focus on organisational development and workforce planning.
- Acting on feedback from our annual staff survey and the adoption of contemporary leadership approaches that support a high-performance culture
- Exploring how we can use the APS Senior Executive Service Performance Leadership Framework to place a greater focus on positive leadership behaviours and assessment of current organisational maturity.

Engaged through purpose & thought leadership

The NTC aims to maintain a culture where our people are engaged with and believe strongly in what we do. We want everyone to know and feel that we’re contributing to something bigger than us as individuals and can see how our work connects to the bigger picture.

- We demonstrate our value of ‘curiosity’ by engaging in strategic conversations about big issues, big problems and big solutions. We will continue to explore ideas and test and grow our thinking through internal thought leadership events such as regular forums and discussions, sharing learning, and guest speakers.
- The NTC measures engagement and connection to our purpose through regular staff engagement surveys, and will continue to act on survey feedback.

Rewarding development, training, and career pathways

The NTC aims to provide people with meaningful development opportunities and career pathways as much as possible. This includes learning from working across different teams, roles, and areas, training and professional development, and coaching and mentoring.

We have a comprehensive learning and development program across the NTC supported by a capability framework. We will be placing greater emphasis on organisational development and 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 our people to successfully deliver reform they need to work with processes and systems across the NTC including finance and procurement, program and project management, and resource management. Our information and communications technology (ICT) systems underpin all of the NTC’s work and are critical to enabling us to operate as a digital workplace and engage effectively with stakeholders. All our systems and processes need to be reliable, fit-for-purpose and support us to deliver our work efficiently.

Key risk: The NTC needs effective systems and processes to ensure staff are supported to deliver the NTC’s work program.

The NTC is ensuring the right systems and practices are in place by designing them around the people that use them; optimising and taking advantage of new technologies; providing training and support to the level people need; and embedding security, resilience and business continuity.

Intuitive and user-centric processes and technology

The NTC’s systems and processes need to be easy for people to navigate while robust enough to ensure good governance over everything we do. We will place a greater focus on ensuring our processes and technology are user-centric through:

- Enhanced scoping and consultation to design our systems and processes for the people that use them.
- Reviewing and streamlining core business processes to be as easy and intuitive as possible while still meeting all governance requirements.
- Improving our ICT environment to better enable efficient, agile and collaborative work practices.
- Enabling more ‘self-service’ functionality to make it easier for people to find and access the tools or information they need.

Continuous improvement and adoption of new technology or practices that add value

The NTC has a strong focus on regular review and continuous improvement of our policies, procedures, and practices. These draw on staff consultation and input and are formally reviewed through governance meetings and the NTC’s Risk, Audit and Governance Committee to ensure we’re getting them right.

New technology and software such as artificial intelligence (AI) and productivity apps offer opportunities to improve how we work but need to be well managed to ensure we gain the desired potential benefits.

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We will ensure we are optimising our systems and practices by:

- Proactively identifying and evaluating new technology (with an immediate focus on AI), or better ways to use our existing technology, for adoption into our core suite of tools.
- Continuing to enable and encourage everyone to raise ideas or feedback on ways to improve our processes and technology.
- Consulting widely across the organisation to understand business requirements and identify opportunities.

Training and support that gives everyone the tools and knowledge they need

Everyone at the NTC needs to know the processes and systems in place that apply to their role and how to use or navigate them. Providing this clarity makes it easier for people to deliver their work while ensuring the NTC meets its compliance obligations.

The NTC will place a greater focus on ensuring staff receive the training and support they need through:

- Enhanced change management practices and training when introducing new or different ways of working, with ongoing support provided as needed.
- A wider range of clear guidance and support material available to everyone.
- More comprehensive induction processes for new starters and internal promotions to ensure people are well prepared for their new role.

Effective cybersecurity, business continuity and information management practices

Key risk: The NTC’s systems and practices need to be resilient in the face of change or disruption, protect our information from malicious actors, and meet Government requirements and expectations around how we operate.

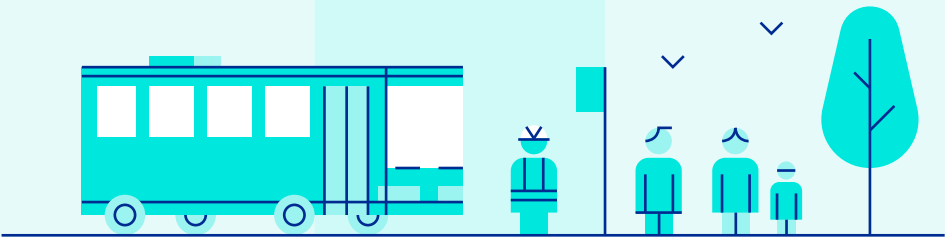
We will continue to maintain a high standard by:

- Continuing to enhance the NTC’s digital architecture and capability
- Achieving a high and fit-for-purpose standard of cybersecurity maturity
- Maintaining alignment to whole-of-government information management policies.
- Conducting regular business continuity exercises and acting on any learnings to improve our resilience.



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Our program of work for 2026–27 to 2029–30



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

- 

Goal 1:
Safer transport
- 

Goal 2:
A productive national system
- 

Goal 3:
Improved 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.

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National Rail Action Plan – Advancing interoperability

The National Rail Action Plan (NRAP) aims to improve the productivity, safety, and ongoing sustainability of rail through greater interoperability of the national rail network. It builds on the first phase that has brought together government and industry to address longstanding legacy issues 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.

Infrastructure and Transport Ministers have tasked the NTC with delivering a four-year work program to lift national productivity, support Australian supply chains, improve safety performance, increase rail capacity, future proof faster rail and enhance sustainability. It involves developing a three-tiered national rail standards framework to underpin reform to support one integrated rail network. All Governments and key industry representatives are committed to the rail reform agenda and working together to create a national rail system that is simpler, safer and better.

Over the next year, the NTC will be working with governments, industry, and the Australian Rail Industry Standards Organisation (ARISO) to commence implementation of European Train Control System (ETCS) on the National Network of Interoperability and develop a three-tiered National Rail Standards Framework and associated governance arrangements, including three new mandatory standards to ensure interoperability of train control systems across the national rail network. The reform package also includes initiatives to streamline rollingstock approvals, harmonise technical standards and rules and develop national and international pathways for digital skills required in Australia over coming years.

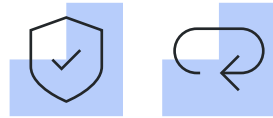
The key deliverables in this program are:

National Rail Action Plan - Advancing interoperability	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Locking in critical standards and practices to improve rail’s competitiveness Driving national rail harmonisation, safety and interoperability by developing a national approach to rail standards governance. This includes a critical set of mandatory interoperability standards and agreed harmonised standards to support local manufacturing, efficiency, and skills portability.				
Ensuring train technologies for now and the future are interoperable Developing a pathway for interoperability of train control and signalling systems across Australia’s major passenger and freight networks. This will drive improved safety and productivity across critical network interfaces, and set a common approach to European Train Control System (ETCS) deployment across the National Network for Interoperability.				
Reducing red tape and regulatory burden for rail operations Harmonising safeworking rules, operating practices and driving mutual recognition of skills to support a more portable and productive workforce that can move easily across networks. It will reduce the knowledge and training burden on workers and rail operators, reduce costs and improve productivity.				
Streamlining rollingstock approval regimes Making it simpler and easier for rail operators to get newer, innovative and more sustainable trains running through a common national approach to rolling stock approval applications, safety assurance, acceptance and testing. It will drive safety, reduce costs to industry and improve interoperability.				
Delivering workforce solutions to meet future rail skills demand Facilitating a national approach to developing the future skills required to build, operate and maintain Australia’s modernising railways. This includes a coordinated approach to the skills needed to support digital train control and signalling systems, and developing accelerated learning pathways for new and emerging digital skills.				



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 workers and their representatives, rail safety regulators and medical professionals.

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Rail safety program

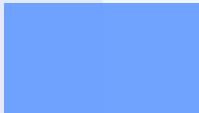
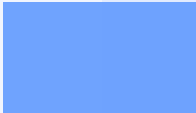
Implementing the 24 recommendations outlined in the Rail Safety National Law (RSNL) review report. This involves the development of options to support the impact assessment for the legislative and regulatory recommendations, and progressing non-legislative recommendations alongside the Office of the National Rail Safety Regulator (ONRSR).

Regularly reviewing and updating (when required) the Rail Safety National Law to promote a seamless and coordinated national approach to rail safety regulation in Australia.

This law is reviewed at least once every two years but is only updated if changes are required.

Periodically reviewing and updating the National Standard for Health Assessment of Rail Safety Workers. 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.

These guidelines are reviewed every three years in conjunction with the review of the Assessing Fitness to Drive guidelines. Each review runs for a 2-year period.

FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30
			
			
			

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Automated vehicle program

The Automated Vehicle Program is establishing a nationally consistent end-to-end framework that supports the safe deployment and operation of automated vehicles (AVs) in Australia.

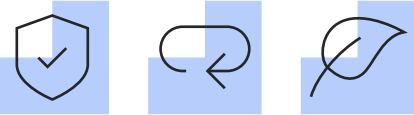
To achieve this, the NTC works in close partnership with the Australian Government and state and territory governments to develop nationally consistent laws governing the supply and use of AVs in Australia.

As part of this program, the NTC leads a range of national working parties to consider policy and regulatory reforms across a broad spectrum of transport and other relevant areas of law. The NTC leads stakeholder engagement with the growing automated vehicle industry; informs the program with up-to-date market insights; and supports close alignment of the regulatory framework with international regulations and standards for AVs.

The key deliverables in this program are:

	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Automated Vehicle Program				
Developing complementary State and Territory policy and legislation for automated vehicles				
Leading policy development relating to complementary state and territory laws and, where appropriate, developing model laws to reflect agreed policy positions.				
Supporting the implementation of the national regulatory framework for automated vehicles				
Working with all jurisdictions and industry to coordinate, facilitate and support implementation of the national regulatory framework.				
Regularly reviewing the Guidelines for Trials of Automated Vehicles in Australia				
Regularly reviewing and updating the Guidelines for Trials of Automated Vehicles in Australia to ensure they remain up to date and support safe trialling of automated vehicles in Australia.				
<i>These guidelines are reviewed every two years including an assessment of whether they are still required. Each review is completed within a 12-month period.</i>				
Coordinating the National Vehicle Generated Data Working Group				
Working with industry stakeholders, the Commonwealth, state and territory governments to seek out opportunities and strategic pathways for vehicle generated and road transport data to support positive road safety outcomes.				

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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:

	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Road safety program				
Regularly reviewing the Australian Road Rules Regularly reviewing and amending the model Australian Road Rules that form the basis of road rules of each Australian state and territory. <i>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).</i>				
Regularly reviewing the Load Restraint Guide for light vehicles Periodically reviewing and updating the Load Restraint Guide for light vehicles to provide light vehicle operators with basic safety principles for the safe carriage of loads when packing, loading, moving or unloading a vehicle. <i>This guide is reviewed every five years (or as needed) and updated if required. Each review is completed within a 12-month period.</i>				
Regularly reviewing the Assessing Fitness to Drive guidelines Regularly reviewing, with Austroads, the Assessing Fitness to Drive 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. <i>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 typically runs for a 2-year period.</i>				
Reviewing the Australian Roads Rules to align with best practice child restraint guidance Updating child restraint requirements in the Australian Road Rules to ensure that Australian requirements are contemporary and support safety.				
Assisting with the Electric Mobility Devices (eMDs) National Framework Assist Western Australia and other jurisdictions to develop an implementation plan for the Electric Mobility Devices (eMDs) National Framework.				



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 Authorities Panel (CAP), 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:

Regularly updating the land transport of dangerous goods code and model laws

The Code and model laws are reviewed and updated every two years. Each review typically runs for a 2-year period.

Delivering the legislative amendments necessary to incorporate the findings of the comprehensive review.

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.

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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; as well as consultative groups involving industry; the National Heavy Vehicle Regulator, police and state transport representatives.

The key deliverables in this program are:

Heavy vehicles program

Regularly updating the Heavy Vehicle National Law

Regularly reviewing and updating the National Law to ensure it remains contemporary, supports opportunities from emerging technology, and meets its policy objectives.

Work on this law is ongoing with amendments progressing when legislative or regulatory changes are required.

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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.

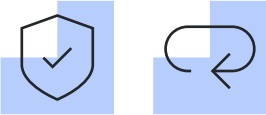
To deliver this program, the NTC maintains relationships with industry associations, and transport agencies and treasuries of state, territory and Commonwealth Governments.

The key activities in this program are:

Heavy vehicle charges program	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Developing an implementable forward-looking cost base Developing and evaluating an implementable forward-looking cost base that could be used as a basis for setting heavy vehicle charges from 2027-28 onwards. This will include developing the model in collaboration with jurisdictions, evaluating how it would perform if adopted and engaging with stakeholders to build familiarity with the model and its likely performance. <i>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.</i>				
Advising on an annual adjustment to heavy vehicle charges Calculating adjustments to heavy vehicle charges when required to allow revenue from heavy vehicle charges to keep pace with changes in heavy vehicle fleet use and governments’ road spending programs. This includes making ongoing recommendations for setting the regulatory component of registration charges to reflect the National Heavy Vehicle Regulator’s approved budget. <i>Advice on adjusting the roads component of registration charges and the Road User Charge is provided each year unless heavy vehicle charges have been set for multiple future years by ITMM. The process to provide this advice is completed within a 12-month period.</i>				
Sourcing transport usage data to support future work on heavy vehicle charges and policy Ensuring vehicle usage data is available to support work on heavy vehicle charges and transport policy.				



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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	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Updating the Australian Defence Force exemption framework Updating the <i>Australian Defence Force Road Transport Exemption Framework</i> to ensure it remains current. <i>Ongoing frequency of updates will depend on the outcomes of ‘online geospatial tool to digitise the Australian Defence Force exemption framework.’</i>				
Enabling an online geospatial tool to digitise the Australian Defence Force exemption framework 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, allowing it to be integrated into online maps and streamline the ongoing process for updating the Framework. <i>Project will recommence once the parent act has been amended.</i>				



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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.

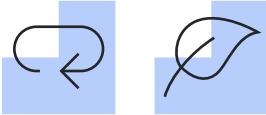
These instruments prescribe vehicle standards with which a light or heavy vehicle must comply for its use on a road and aligns with the Australian Design Rules as appropriate which are developed and administered by the Commonwealth Government. The NTC engages with states, territories, the Commonwealth 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:

	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Vehicle standards program				
Regularly reviewing the vehicle standards for light and heavy vehicles				
Regularly reviewing the Australian Light Vehicle Standards Rules and the Heavy Vehicle (Vehicle Standards) National Regulation.				
These standards are reviewed at least once every two years and amended if needed.				
Deliver improvements to achieve national harmonisation of light vehicle modification standards				
Deliver the first phase of improvements identified from the review to achieve national harmonisation of light vehicle modification standards.				



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Emissions reporting program

For 15 years, the NTC has been a leader in reporting on light vehicles emissions intensity.

Its most recent report, the *Light Vehicle Emissions Intensity in Australia: Trends Over Time*, was expanded to include some 17 million light vehicles registered and running on our roads, not just new vehicle sales. With a New Vehicle Efficiency Standard (NVES) and new or changed data sources, future reports will be developed that reflect these changes and continue to provide meaningful insights into how we are cutting emissions from the light vehicles Australians drive every day.

The NTC worked with Austroads, the Federal Chamber of Automotive Industries (FCAI), the Electric Vehicle Council, the Bureau of Infrastructure and Transport Research Economics (BITRE), and the Green Vehicle Guide to develop the comprehensive report.

The NTC will continue to deliver this reporting annually.

The key deliverable in this program is:

Emissions reporting program	FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30
Reporting annually on carbon dioxide emissions intensity for Australian light vehicles				
Developing and publishing an annual report on the carbon dioxide emissions intensity of cars and light commercial vehicles.				



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Reform monitoring and evaluation

The NTC is responsible for providing assessments of the implementation of agreed reforms. This includes analysis on derogations and variations, the reasons for any delay, barriers to implementation, actions required to address any delay, and whether any variations were implemented that would reduce the benefits of the reform. The NTC also undertakes 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

Delivering the annual National Transport Reform Implementation Monitoring Report

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

FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30

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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 delivers the National Women in Transport program together with government and industry partners.

The key deliverable in this program is:

Strategic partnerships program

Delivering the National Women in Transport initiative

Maintaining the Speaker Bureau, and growing the impact of the initiative to:

- showcase Australian women working in transport
- increase participation by women in the transport sector
- support the creation of a modern and inclusive transport sector.

FY 2026–27	FY 2027–28	FY 2028–29	FY 2029–30

For more information and progress updates on the NTC’s work, visit our website at 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 or are assessed 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 Ministers’ Meeting (ITMM) and Transport Senior Officials’ Committee (ITSOC) on the progress of the NTC’s program of work.
- **Progress reporting on program areas or specific reforms** – updates provided to ITSOC or the Infrastructure and Transport Ministers’ Meeting (ITMM) as relevant or requested on significant pieces of work being delivered by the NTC. Regular reporting is also provided to the NTC Commission and its Risk, Audit and Governance Committee.
- **Six-yearly statutory review of the NTC** (as required under s 51 of the National Transport Commission Act) – a review of the NTC to assess if the organisation delivers on the objectives specified in the Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport and should continue operation.

These mechanisms, and the NTC’s performance measures respond directly to our purpose, role, strategic goals, key activities, and the transport ministers’ Performance Based Framework (PBF) which sets out ministers’ performance expectations for the NTC. The NTC goals incorporate directions from ITMM including their strategic priorities, Statement of Expectations and PBF for the NTC, and recommendations from the statutory review of the NTC. We deliver on these goals through our key activities.

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. To improve the information available for assessing performance, the NTC is enhancing our broader evaluation program to include more evaluation on the impacts of our reforms.

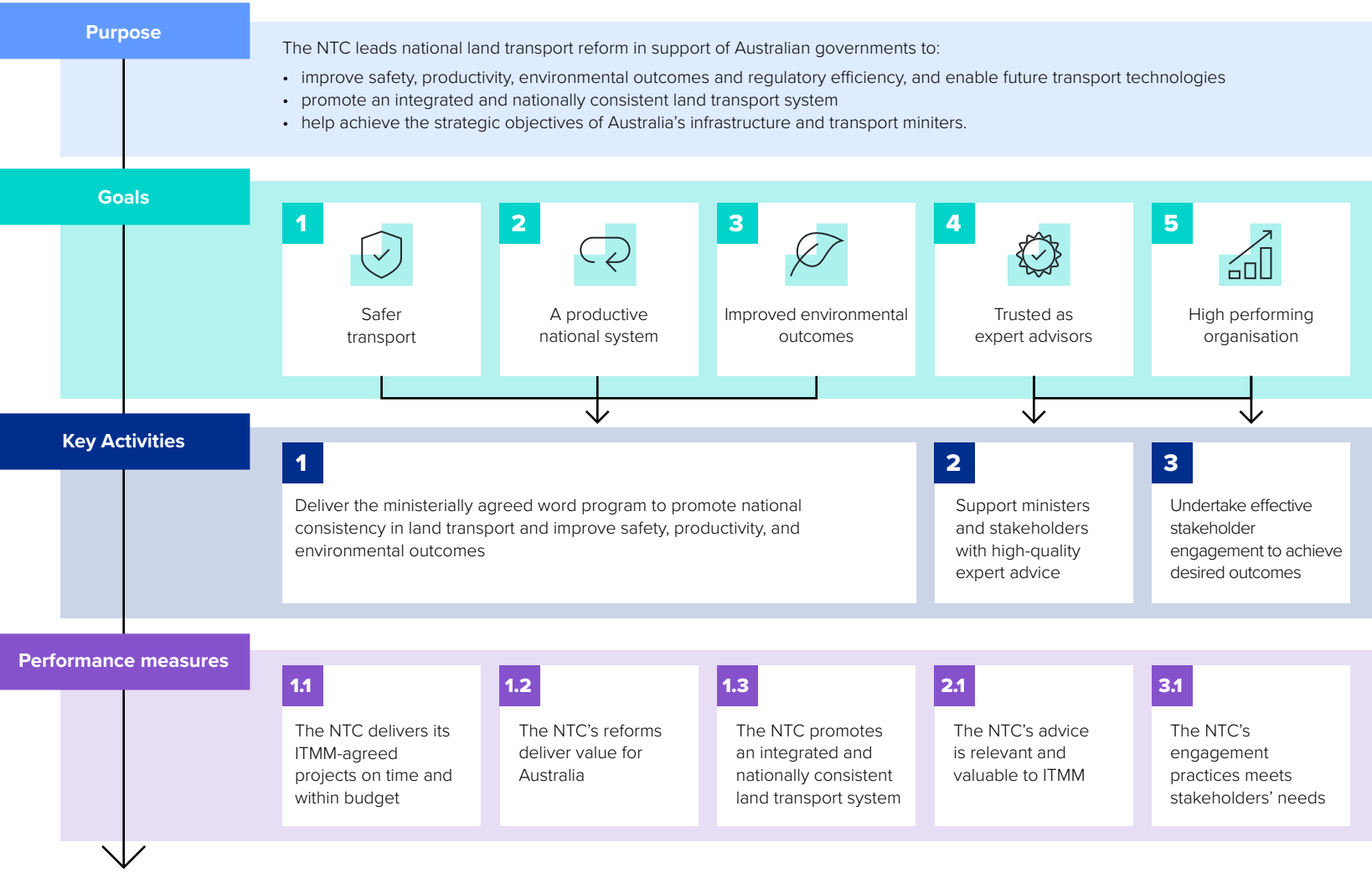


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Our performance measures

Strategic alignment

The NTC’s performance measures are designed to measure how well we deliver on our purpose and key activities.



These performance measures also link back to the NTC’s outcome and program as set out in the Portfolio Budget Statements (PBS).

Outcome 1: Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport

Program 1.1 – Improve safety, productivity and environmental outcomes, provide for future technologies and improve regulatory efficiency by developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport.

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Changes from the previous corporate plan

The NTC has undertaken a comprehensive review of its performance measures since the 2025-26 Corporate Plan. This has resulted in substantial changes which have been noted within the individual measures in the following section.

For all measures we have expanded the rationale, methodology (including defining the assessment scale for each measure) and noted the measure type and data source.

Three measures from the previous corporate plan were removed as they were largely covered by other measures or not considered to be meaningfully measuring the NTC’s performance against its purpose:

- **Measure 5:** ‘The NTC delivers a comprehensive program of legislative reviews and amendments as scheduled in the work program’
- **Measure 7:** ‘All NTC reforms and regulatory amendments are proposed with a clear implementation pathway’
- **Measure 9:** ‘The NTC has engaged staff and a supportive culture’

The measurement and assessment of the performance measures outlined in this corporate plan will be published in our 2026–27 annual performance statements.

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Performance measures

KEY ACTIVITY

1

Deliver the ministerially agreed work program to promote a nationally consistent approach and improve safety, productivity, and environmental outcomes

Performance measure 1.1

The NTC delivers its ITMM-agreed projects on time and within budget

	2026-27	2027-28	2028-29	2029-30
Target	100% of the NTC's ITMM-agreed projects are completed on time (as per the approved work program) and within budget	As per 2026–27	As per 2026–27	As per 2026–27
Rationale	The way the NTC improves safety, productivity and environmental outcomes is by delivering its work program as agreed by transport ministers (through the Infrastructure and Transport Ministers' Meeting). Assessing how well we deliver this program of work is therefore critical to measuring the NTC's performance.		This performance measure assesses how we deliver the agreed program of work within existing resources as an indicator of timeliness as a proxy for efficiency. As the NTC is not responsible for the implementation of its reforms, output-based measures around what we provide to ITMM are a key part of the NTC's performance assessment.	
Methodology	Achievement against this measure will be assessed by determining the number of deliverables completed against the approved annual work program and budget. This performance result is calculated by comparing the number of projects scheduled for completion (as per the Corporate Plan) to the number actually completed in the reporting period. Projects that are scheduled for completion in the reporting period, but subsequently receive ITMM approval to be extended or rescheduled (and this is reflected in the published work program), are excluded from the count. However, the NTC will provide commentary on the reasons for any project extension or reschedule.		Projects are considered to be delivered on budget if the NTC did not exceed its total budget (including any additional funding approved for specific purposes). Assessment scale: ■ Achieved: 100% of projects delivered on time and within budget. ■ Partially achieved: 90% of projects delivered on time and/or budget exceeded. ■ Not achieved: <90% of projects delivered as scheduled (regardless of whether on budget).	
Measure type	Quantitative, output/proxy efficiency			
Data source	■ The NTC work program as set out under 'Our program of work' in the NTC Corporate Plan ■ NTC program management records ■ Records of papers submitted to ITMM			
Changes since previous corporate plan / PBS	No material changes. This measure equates to performance measure 4 in the previous corporate plan.			

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KEY ACTIVITY

1

Deliver the ministerially agreed work program to promote a nationally consistent approach and improve safety, productivity, and environmental outcomes

Performance measure 1.2

The NTC’s reforms deliver value for Australia

	2026-27	2027-28	2028-29	2029-30
Target	There is clear evidence of the anticipated and actual benefits of the NTC’s reforms	As per 2026–27	As per 2026–27	As per 2026–27
Rationale	A key purpose of the NTC’s work is to deliver value to Australia through improved safety, productivity, regulatory efficiency and environmental outcomes. 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 outcomes of the NTC’s work are assessed both at the reform proposal stage (anticipated benefits as identified through robust analysis) and, less frequently, through evaluations undertaken on reforms once they are implemented. Other examples of the impact of our work can often be seen outside of formal assessments which are captured as case studies. These three sources of information include both quantitative and qualitative analysis and are considered to be the best measure of the NTC’s outcomes.	
Methodology	Achievement against this measure will be assessed by: - Clearly identified benefits of implemented NTC’s reforms that have been achieved or still expected (from reform evaluations where available). - Clearly identified anticipated benefits of NTC reform proposals submitted to ITMM. - Case studies that provide additional examples of the NTC’s work offering value.		Assessment scale: Achieved: Reforms were evaluated/proposed in the reporting year with anticipated or actual benefits identified; and at least one case study that clearly demonstrates value. Partially achieved: Only one of the criteria for ‘achieved’ is met Not achieved: Reforms were evaluated and/or proposed with no anticipated or actual benefits identified, and no case studies provided.	
Measure type	Qualitative/quantitative, effectiveness			
Data source	- Evaluations of the NTC’s reforms undertaken by the NTC or third parties such as the Productivity Commission (note these do not occur every year). - Any available assessments of anticipated benefits including through a Policy Impact Analysis (also known as a Regulatory Impact Statement (RIS)).			
Changes since previous corporate plan / PBS	This is a reworked measure combining two measures from the previous corporate plan to provide a clearer assessment of the NTC’s outcomes: - Measure 1: ‘Evaluation of the impact of the NTC’s reforms (once implemented) show clear evidence that the reforms delivered the desired outcomes.’ - Measure 2: ‘The NTC develops reform proposals that offer national benefits.’			

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KEY ACTIVITY

1

Deliver the ministerially agreed work program to promote a nationally consistent approach and improve safety, productivity, and environmental outcomes

Performance measure 1.3

The NTC promotes an integrated and nationally consistent land transport system

	2026-27	2027-28	2028-29	2029-30
Target	The NTC's work is demonstrated to contribute to national consistency			
Rationale	A key part of the NTC's purpose is to promote an integrated and nationally consistent land transport system. We do this in two ways: 1. Delivering work (as set out in the work program) that aims to better align transport laws, regulations and practices across Australia. 2. Monitoring and reporting on the implementation of ITMM-agreed reforms to identify if further actions are required. This performance measure aims to assess both these aspects of our work to provide an indicator on how effective we are at achieving national consistency.			
Methodology	Achievement against this measure will be assessed by: 1. Case studies that provide evidence/examples of the NTC's work achieving greater national consistency. 2. Publication of a National Transport Reform Implementation Monitoring Report that: – includes the status for each jurisdiction for all land transport reforms being implemented. – meets the criteria set out in section 6a of the Performance Based Framework for the NTC. Assessment scale: ■ Achieved: Report provided with all criteria met; and at least one case study demonstrating the NTC's work towards national consistency. ■ Partially achieved: Report provided but not all criteria fully met; and/or no case study provided. ■ Not achieved: Report not provided and no case study provided.			
Measure type	Qualitative, output/effectiveness			
Data source	■ Internal records of what the NTC submitted to ITMM ■ NTC website (to confirm that the National Transport Reform Implementation Monitoring Report was published) ■ ITMM Performance Based Framework for the NTC			
Changes since previous corporate plan / PBS	This measure replaces and incorporates measure 6 in the previous corporate plan, 'the NTC undertakes regular monitoring and reporting in the implementation of ITMM agreed land transport reforms.' This revised measure is more focused on the different ways we promote national consistency and includes case studies as part of the assessment criteria.			

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KEY ACTIVITY

2

Support ministers and stakeholders with high-quality expert advice

Performance measure 2.1

The NTC’s advice is relevant and valuable to ITMM

	2026-27	2027-28	2028-29	2029-30
Target	The NTC’s advice is respected by ITMM and informs their decision making	As per 2026–27	As per 2026–27	As per 2026–27
Rationale	The NTC’s purpose sets out that we ‘help achieve the strategic objectives of Australia’s infrastructure and transport ministers.’ The primary way we do this is delivery of the work program which is set by ITMM. In delivering the work program, the NTC provides recommendations or advice to ITMM to make decisions (which must be unanimously agreed by all ministers if they are to be applied nationally). The NTC is responsible for providing recommendations to ITMM but not implementing them. Assessing how our advice meets the expectations of ITMM is therefore critical to measuring the NTC’s performance. This performance measure looks at a range of indicators to assess how effective the NTC is at providing valued advice to ITMM.			
Methodology	Achievement against this measure will be assessed by evidence of how well the NTC and its work is regarded by ITMM. This will be assessed by considering whether the evidence available for the following indicators is positive (the NTC or its work is praised or recognised), negative (the NTC or its work is criticised), or absent (there is no evidence at all): - How the NTC’s recommendations are reflected in ITMM or ministerial decisions and announcements - Any feedback the NTC receives from ITMM, ministers, or ITSOC on its advice - The frequency with which ITMM or ministers request additional work from the NTC outside of the scheduled work program Assessment scale: Achieved: Evidence is positive from at least 1 of the above indicators. Partially achieved: Evidence is both positive and negative; or evidence is absent with no indication that this due to a performance issue. Not achieved: Evidence is only negative.			
Measure type	Qualitative, proxy effectiveness			
Data source	- ITMM communiqués or ministerial announcements - ITMM feedback to the NTC - ITMM requests for work from the NTC			
Changes since previous corporate plan / PBS	This measure is an update of performance measure 3 in the previous corporate plan. While the measure remains essentially the same, the wording of the target has changed slightly from, ‘all the NTC’s recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making.’ This change has been made to provide more clarity on what the NTC is measuring and how.			

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KEY ACTIVITY

3

Undertake effective stakeholder engagement to achieve outcomes

Performance measure 3.1

The NTC’s engagement practices meets stakeholders’ needs

	2026-27	2027-28	2028-29	2029-30
Target	Evidence that the NTC’s engagement practices reach stakeholders and enable them to engage effectively with our work	As per 2026–27	As per 2026–27	As per 2026–27
Rationale	The NTC can only deliver its work program by engaging across transport system stakeholders. Effective stakeholder engagement is therefore critical to the successful delivery of our work and is an area where the organisation seeks continuous improvement.		For our engagement to be effective, the NTC needs to ensure we tailor our approach to each stakeholder audience, so we are reaching the relevant stakeholders and the information is accessible. What successful engagement looks like varies across our work. This performance measure therefore looks at a range of indicators to help tell our performance story.	
Methodology	Achievement against this measure will be assessed by: 1. Percentage of public consultations open for the appropriate period of time (unless specifically requested otherwise by ministers) to allow stakeholders sufficient time to engage, which is: a. 30 days or longer (as per Office of Impact Analysis best practice guidance) where there is no other legislative requirement for consultation b. 60 days or longer for a proposed increased rate of road user charge (as per legislative requirement) 2. The overall engagement scores from the strategic stakeholder survey (for applicable years) compared against those of the previous survey	3. Case studies that demonstrate our engagement practices are being tailored to stakeholders and enabling them to engage, considering the following as evidence: ■ Feedback from stakeholders (including via surveys) ■ The frequency with which NTC website pages and documents are accessed/ downloaded ■ Breadth and diversity of stakeholder groups consulted ■ Number of submissions received ■ Number and breadth of social media followers and engagement with the NTC’s account(s) ■ Use of a wide range of engagement channels/materials (the various platforms and mediums we use to engage and communicate, e.g. social media, website, events, video, webinars, summary documents and email) to cater to a range of stakeholders, and stakeholder uptake of these channels.		Assessment scale: ■ Achieved: 100% of public consultations were open for the appropriate period of time; and strategic stakeholder survey results (when available) are greater than the previous year’s result by any amount, or declined by no more than 1 point on a scale of 1-5; and at least two case studies provided. ■ Partially achieved: 85% of public consultations were open for the appropriate period of time; and/or strategic survey results (when available) show a slight decline (>1 but <2 points difference on a scale of 1-5); and/ or only one case study provided or evidence points to mixed performance. ■ Not achieved: <85% of public consultations were open for the appropriate period of time; and/or strategic survey results (when available) show a major decline (2+ points difference on a scale of 1-5); and/or no case studies provided or evidence points to poor performance.
Measure type	Qualitative, output/effectiveness			
Data source	■ Stakeholder surveys or stakeholder feedback via other channels ■ Social media and website analytics		■ NTC project/program records	
Changes since previous corporate plan / PBS	This measure replaces and updates performance measure 8 in the previous corporate plan, ‘The NTC seeks and uses stakeholder feedback constructively to improve organisational performance and stakeholder engagement practices.’		This measure has been changed to focus on measuring the stakeholder experience rather than the NTC’s processes.	

