



Statement of preparation

As the accountable authority, I present the NTC Corporate Plan 2019–2023 for the four reporting period 2019–2020 to 2022–2023. This plan is prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and in accordance with the Public Governance, Performance and Accountability Rule 2014. The plan will be reviewed annually to reflect changes in our operating environment.



Carolyn Walsh
Chair
National Transport Commission



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Foreword

In an era of unprecedented change, our land transport sector is large, complex and ever-growing. Australians have embraced new technology and innovation in transport, and the opportunities this offers. The decisions governments make today will shape the reform landscape for the next generation.

Australia's transport activity contributed 7.4 per cent (\$122.3 billion) of GDP in 2015–16, while road congestion cost the economy \$17.5 billion in 2016. And with the domestic freight task projected to increase by 26 per cent in less than 10 years, the NTC's role in enabling this growth will be critical.

Many of Australia's land transport laws are characterised by complexity and fragmentation; a legacy that dates back to federation. The NTC's predecessor, the National Road Transport Commission, was established in 1992: to drive national consistency and improve productivity, safety and the environmental performance across the land transport sector. As a result, the road rules were harmonised across Australia in 1999, followed by national laws for the rail and heavy vehicle sectors in 2012.

The NTC is uniquely placed as the transport body with a mandate to deliver land transport law reform. We do this with a focus on identifying and developing those reforms that will deliver the greatest possible benefit to Australia. We provide expert strategic advice and insight that facilitates innovation and encourages continuous improvement to optimise the land transport sector. The reforms we develop now need to meet the needs of today while being flexible enough to adapt to an uncertain future and enable the safe use of new and emerging technologies.

To meet this challenge the NTC must be an agile and adaptable organisation that looks beyond the borders of the transport sector for solutions. Public value will be delivered from complementary reforms across related sectors such as infrastructure, cities and the environment, with systems designed for humans that form part of the evolution of our smart cities.

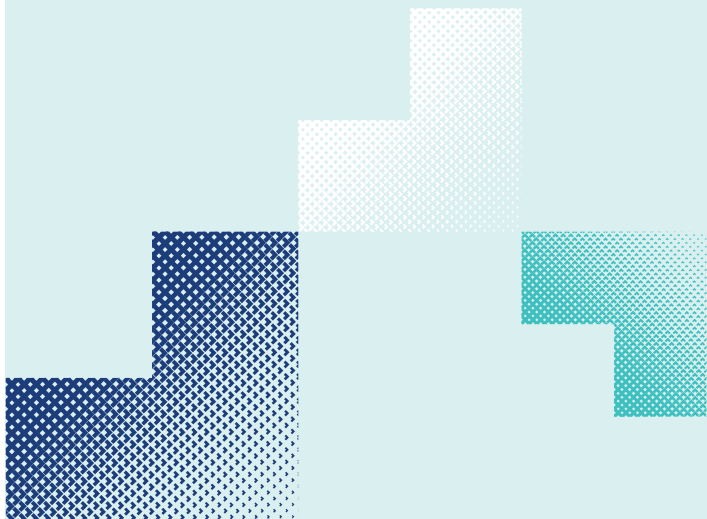
Collaboration is at the core of what we do: we are continually focused on growing and strengthening our partnerships with government and across the private sector, academia and the broader community. In partnership with the Commonwealth, states, territories, local government, other transport agencies, regulators and standards boards, we play a vital role within the broader national reform agenda.

This Corporate Plan outlines our operating environment and program of work across the next four years. Our work is guided by the reform priorities of the Transport and Infrastructure Council. Under the leadership of recently-appointed Chief Executive Officer and Commissioner – Gillian Miles – the NTC is focused on building capacity and capability to lead change and deliver the right outcomes for all Australians.



Carolyn Walsh

Chair
National Transport Commission



About the National Transport Commission

We lead national land transport reform in support of Australian governments to improve safety, productivity, environmental outcomes and regulatory efficiency. Established by the *National Transport Commission Act 2003* (the NTC Act), we are funded by the Commonwealth, state and territory governments.

We are a key contributor to the national reform agenda with accountability to the Transport and Infrastructure Council (the Council) and its advisory body, the Transport and Infrastructure Senior Officials' Committee (TISOC). The Council includes Commonwealth, state and territory ministers responsible for transport and infrastructure, and the president of the Australian Local Government Association (ALGA). TISOC includes the chief executives or secretaries of Commonwealth, state and territory agencies and ALGA.

The NTC has a unique role:

- We are an agent of the Council established to develop and propose nationally-consistent land transport reforms.
- We review, maintain and amend national and model laws, and other instruments, on behalf of the Council.
- We lead reforms, from problem or opportunity definition, to policy, to draft law and to implementation plans and review.

We contribute to achieving national reform priorities agreed by the Council. The Council's current strategic reform priorities are:

- sustainable funding for transport and infrastructure
- embracing innovation and technology in transport and infrastructure
- productive and liveable cities and regions
- maximising freight productivity.

Australia's transport activity contributed

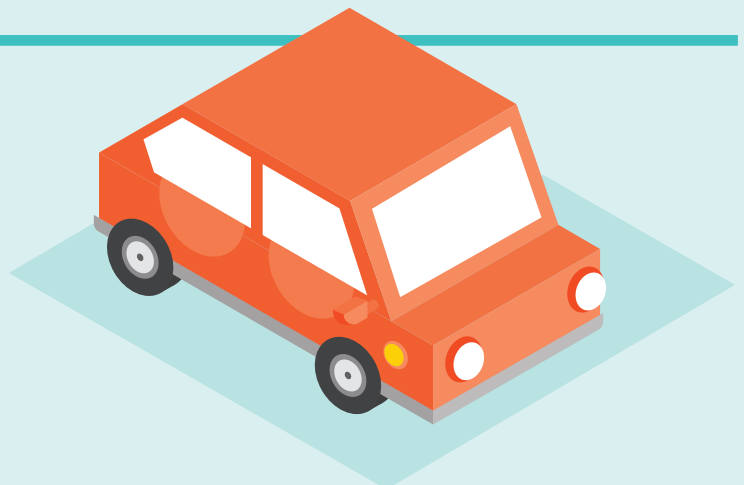
7.4%

(\$122.3 billion) of GDP in 2015-16



Our vision

A land transport system that improves the living standards of all Australians.



Purpose

Our purpose is to develop, propose, monitor, maintain and review nationally-consistent reforms to improve the productivity, safety, environmental impacts and regulatory efficiency of land transport in Australia.

The NTC Act and the Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport (the IGA) establish the NTC, our role and purpose.

We collaborate and consult with our stakeholders to identify, design and champion regulatory and operational reforms to land transport policy and regulation that:

- support the safe and efficient movement of people, freight and services
- recognise and encourage transport innovation
- apply agreed charges for heavy vehicles
- reduce environmental impacts and regulatory burdens
- promote competitive national and international supply chains.

The primary way we achieve our purpose is through the delivery of our program of work.

The Council provides further direction and guidance to the NTC through its:

- *Statement of Expectations for the NTC*
The statement outlines the Council's expectations concerning the operations and performance of the NTC.
- *Performance Based Framework*
The framework contains outputs and timing for the Council to consider and monitor the NTC's corporate plan, program of work and budget each year.
- *Strategic Work Programme*
This programme outlines the Council's four reform priorities and the key activities/projects to achieve these reform priorities. We lead national land transport reform to advance social and economic outcomes for all Australians through an efficient, integrated and nationally-consistent land transport system.

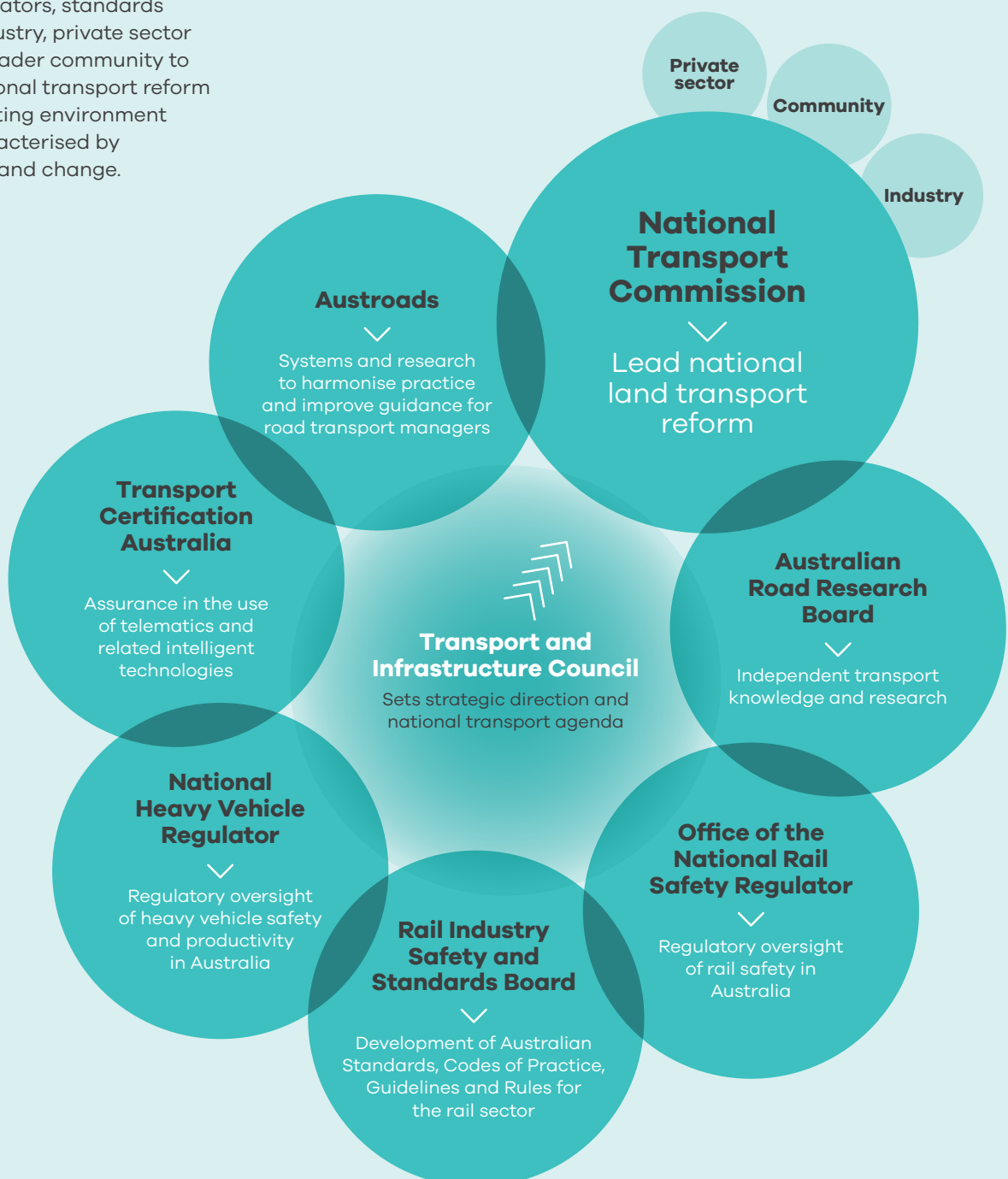
The NTC advances social and economic outcomes for all Australians through an efficient, integrated and nationally-consistent land transport system.



Reform landscape

The NTC is the organisation with a legislative requirement to propose nationally-consistent land transport reforms and legislative amendments to national laws, model laws and other instruments.

We work in partnership with jurisdictions, other agencies, safety regulators, standards boards, industry, private sector and the broader community to deliver national transport reform in an operating environment that is characterised by complexity and change.



Our partnerships

The NTC must nurture relationships and collaborate widely with government, industry and others to effectively identify, plan and co-design reforms. This makes stakeholder engagement one of our most critical capabilities.

Responsibility for Australian land transport regulation is shared across all levels of government and multiple agencies and regulators. We collaborate and consult with transport agencies, businesses (in particular, transport operators), regulators, enforcement agencies and the broader Australian community and are focussed and strengthening these partnerships.

Transport agencies

Reforms proposed by the NTC are only agreed by Council consensus. We therefore work closely with TISOC members and their staff to prioritise potential reforms.

Similarly, we work closely with transport agency officers to monitor, maintain and amend agreed reforms, as well as propose new reforms. Through regular collaboration and consultation we increase the assurance that proposed amendments to policy or legislative instruments will be agreeable and practical.

Other government agencies, regulators and public bodies

Many other government and public bodies – outside of those with TISOC representation – play a key role in land transport reform. We work closely with regulators, police, work health and safety agencies, transport agency peak bodies and researchers in developing and proposing reforms.

We have memoranda of understanding with key partners, including the National Heavy Vehicle Regulator, the Office of the National Rail Safety Regulator and Austroads. Under these memoranda, we meet regularly with representatives of these organisations to ensure our respective program of works and activities are complementary, rather than duplicative or incomplete.

The private sector

The NTC recognises that effective reforms consider not only those who set or administer regulations, but those who are regulated. We strive to continually improve our consultation with those affected by reform.

For many years we have hosted regular industry advisory sessions, which allows consultation and feedback from industry on our current reform agenda. These sessions also offer the industry an opportunity to discuss current problems with the regulatory systems to inform potential future reforms. We recognise that our operating environment and stakeholder requirements are changing and will respond by focusing these industry advisory sessions on four specific areas: rail and intermodal, heavy vehicles, automated vehicles and road safety. This will enable more in-depth consultation on priority areas for the NTC and the private sector.

The Australian community

The general public has always been an important stakeholder for the NTC. We are improving the way we engage with all stakeholders, including the general public, to make it easier to provide their views. We have made improvements to several existing communication channels such as social media (Twitter, LinkedIn), introduced additional channels, such as video (YouTube), and we are redeveloping our website. The improved website will offer the community new ways to provide feedback over and above making a formal submission.

We focus on identifying and developing reforms that will deliver the greatest possible benefit to Australia.



Our sphere of influence

Our operating environment is complex and dynamic, with responsibility for implementing reforms shared across all levels of government, other agencies and regulators.

We have control over:

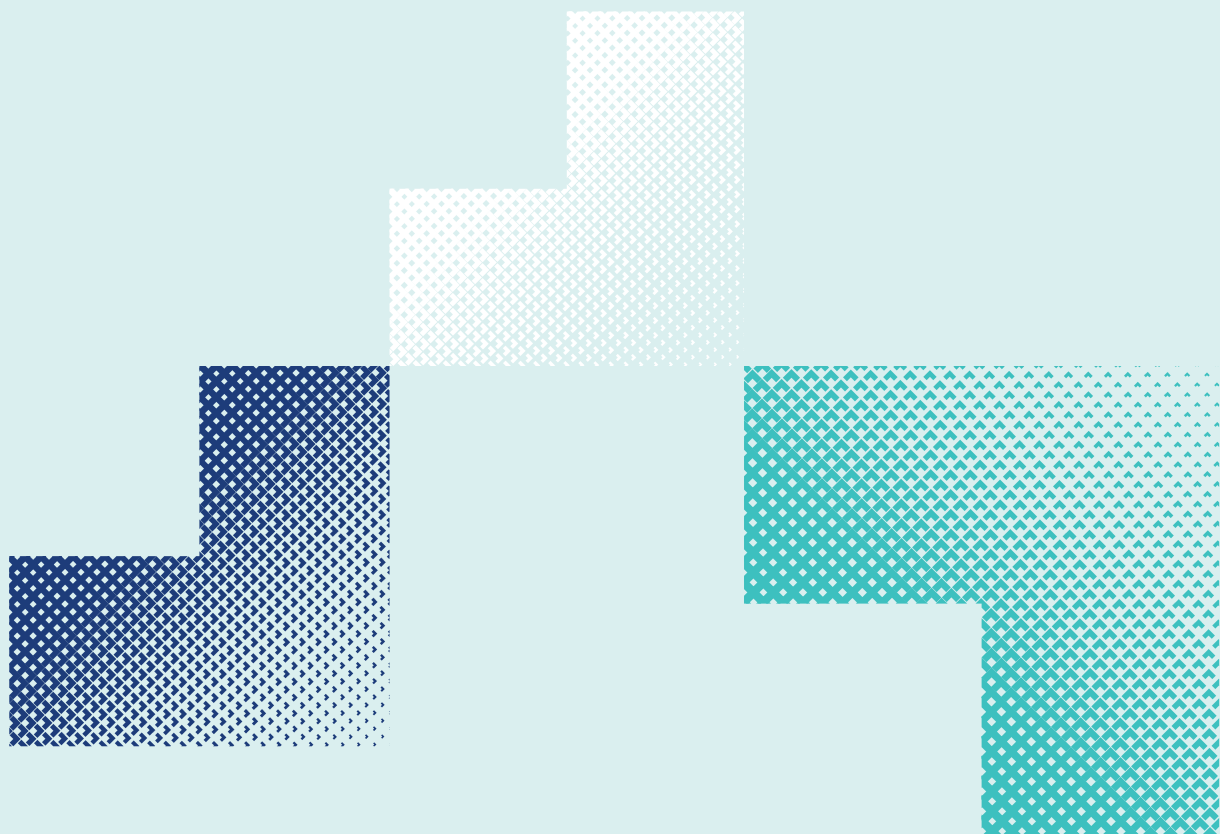
- Recommendations we submit to the Council regarding proposed reforms and amendments to agreed reforms.
- The supporting evidence and quality of the case we make for reform.
- Our public consultation and engagement.
- The transparency and efficiency of our processes to develop, propose, monitor and evaluate reforms.

We can influence the likelihood of gaining the Council's agreement to our recommendations by:

- Prioritising and developing our annual work program in collaboration with TISOC representatives.

We do not have control or significant influence on:

- The implementation of reforms by states, territories or the Commonwealth Government.
- Government changes to transport policy that may compromise our projected benefits for agreed reforms.
- Industry uptake of non-mandatory reforms designed to increase industry productivity or efficiency.
- The quality of advice we receive during public consultation or stakeholder engagement.



How we deliver on our purpose

Our capability

We are committed to continuous improvement to ensure we continue to have the capability to deliver on our purpose in our complex operating environment, while improving our effectiveness and efficiency.

Over this 2019–23 Corporate Plan, the NTC will continue to prioritise capability enhancements across four key areas: our people; our corporate functions; our information management and technology; and stakeholder engagement.

Our people

The performance of the NTC depends on the capability and efforts of its people. We are committed to maintaining an inclusive workplace, with a culture of continuous improvement, and supporting the wellbeing of our people.

Over the next four years, our efforts will concentrate on recruiting, developing and retaining the right people to give us the capability we need. To do this we will focus on the following areas:

- Continue to develop the NTC as an employer of choice, and maximise our recruitment reach.
- Use technical specialists on a short-term contractual basis, in a manner that complements our small workforce to give us flexibility and agility.
- Deliver training and development to our staff to ensure we maintain a core competency and output, and extend staff as needed, through focusing on:
 - the mechanisms and practice of policy and legislative reform
 - leadership capabilities
 - analytical and conceptual thinking and research skills
 - effective communication and stakeholder engagement
 - project management and personal efficiency.

Our corporate functions

Over the life of this Corporate Plan, the NTC will focus on:

- Developing our internal governance structure and processes to drive further efficiency gains and improvements in effectiveness.

- Improving our business process efficiency, transparency and robustness in a manner that suits the context of a small organisation.
- Integrating our business processes with digitisation and automation initiatives.

Information management and ICT

We are developing our ICT, information and knowledge management capabilities to enable us to meet current and anticipated objectives and whole-of-government obligations under the Digital Continuity 2020 Policy, the Protective Security Policy Framework, Australia's Cyber Security Strategy, the Digital Service Standard and Open Government initiatives.

Over the next few years, this will cover:

- improved business functionality
- improved information and knowledge management, such as:
 - a new human resources management system
 - a new finance management system
 - a new client relationship management system
- improving our web presence and digital engagement.

Stakeholder engagement

Effective consultation and collaboration across our diverse range of stakeholders underpins our capacity to develop and deliver valuable and practical reform proposals. Over the next four years we will improve the way in which we engage by:

- Expanding the engagement channels that are best suited to reaching and hearing from our audience.
- Broadening our stakeholder base to ensure we consult with new industry participants and the broader community.
- Transitioning to a client relationship management system and developing related processes to better maintain and manage our stakeholder relationships.

Our projects

Our mandate is to develop, monitor and maintain uniform or nationally-consistent regulatory and operational arrangements for road, rail and intermodal transport. We deliver each of these functions through our integrated program of work cycle as shown in the diagram below. Each year we publish a Work Program which details the specific projects and activities we will deliver over the next four years to achieve our purpose.

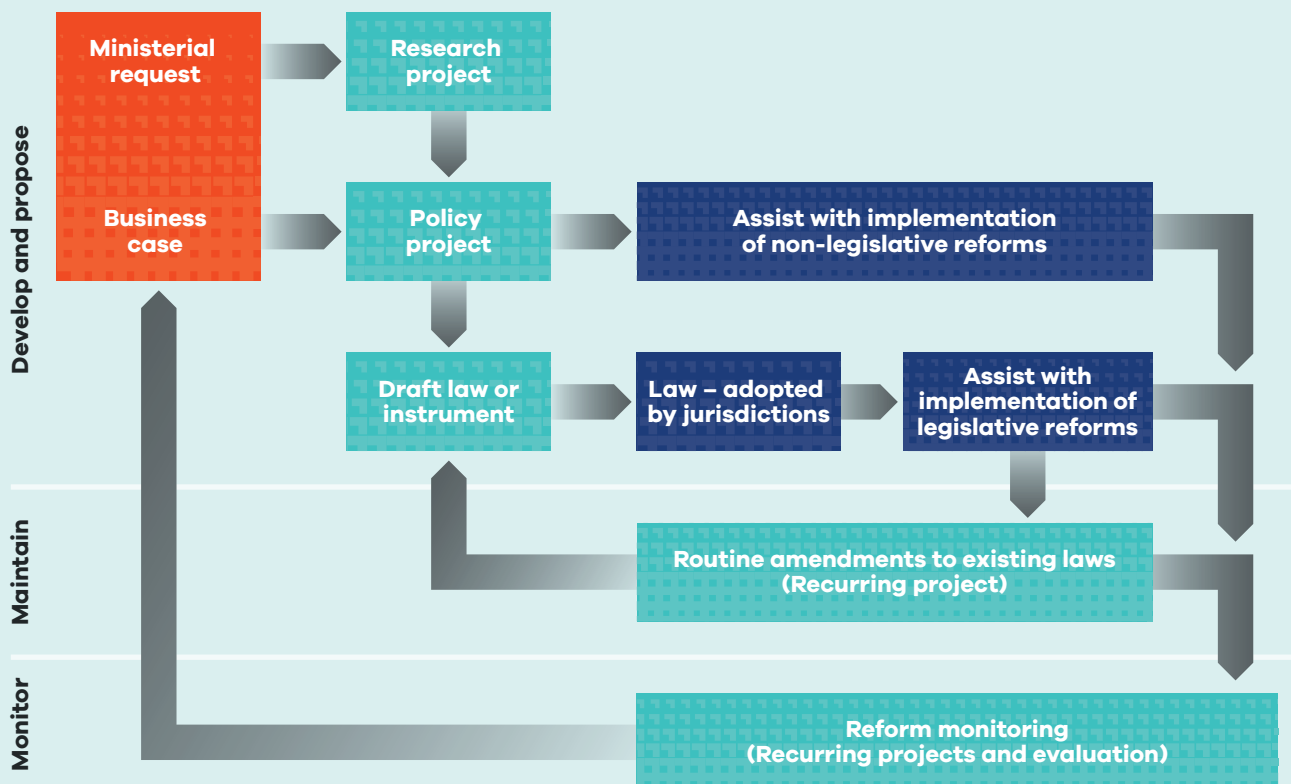
How we develop our program of work

We consult with ministers, governments and industry to ensure we are proposing projects and activities that lead to high-value reforms that align with our objectives. The NTC Act and the IGA require us to have our program of work approved by the Council.

The priorities for our program of work come from the Council's Performance-based framework and Statement of Expectations

for the NTC and the Council's strategic priorities and we adjust our program of work as needed to accommodate ministerial requests to undertake high priority reform work. Through the annual approval of our program of work, ministers agree the priority projects and activities that align with the NTC's purposes. Our performance is regularly assessed by ministers when we seek approval for recommendations from each scheduled project and activity.

Integrated program of work



Our program of work

Our work is delivered through five program areas of related projects to achieve our strategic objectives of improved safety, productivity, regulatory efficiency and environmental outcomes across the land transport sector.

Our program areas



Automated vehicles



Safety, productivity and environment



Reform maintenance, monitoring and review



Heavy Vehicle National Law review



Economics and pricing

Our projects

Programs/projects	Delivery timing (financial year)			
	2019-20	2020-21	2021-22	2022-23
Automated vehicles				
Preparation for more automated vehicles	✓	✓	✓	✓
Automated vehicle trials guideline update	✓		✓	
In-service safety for automated vehicles	✓	✓	✓	
Regulatory access to C-ITS and automated vehicle data	✓			
Government use of C-ITS and automated vehicle data		✓	✓	
Motor vehicle accident injury insurance review for automated vehicles	✓			
Automated vehicle enforcement guideline update			✓	
Safety, productivity and environment				
Action plan to improve capacity and harmonisation in the national rail environment	✓			
Implementation of actions from Telematics review	✓			
Improving the land transport of dangerous goods	✓	✓		
Barriers to the use of more innovative vehicles	✓			
Developing technology-neutral road rules for driver distraction	✓			
Carbon dioxide emissions intensity for new Australian light vehicles	✓	✓	✓	✓

Programs/projects	Delivery timing (financial year)			
Reform maintenance, monitoring and review	2019-20	2020-21	2021-22	2022-23
Routine and other policy-related amendments to national laws				
Heavy Vehicle National Law ¹	✓	✓	✓	✓
Rail Safety National Law	✓	✓	✓	✓
Routine and other policy-related amendments to model laws				
Transport of dangerous goods (Code and model laws)	✓	✓	✓	✓
Australian Road Rules	✓	✓	✓	✓
Vehicle standards	✓	✓	✓	✓
Assessing Fitness to Drive – Commercial and Private Vehicle Driver		✓	✓	
National Standard for Health Assessment of Rail Safety Workers			✓	✓
Australian Defence Force Exemption Framework	✓	✓		
Review and update the Load Restraint Guide (light)			✓	
Engine brake noise standard			✓	
Reviews and evaluation				
3-axle bus mass limits	✓			
Economic analysis of 3-axle buses	✓			
Electronic work diaries review				✓
7-axle truck and dog review		✓		
Reform implementation monitoring report	✓	✓	✓	✓
Heavy Vehicle National Law review	2019-20	2020-21	2021-22	2022-23
Heavy Vehicle National Law review	✓	✓		
Economics and pricing	2019-20	2020-21	2021-22	2022-23
Annual adjustment to heavy vehicle charges ²	✓	✓	✓	✓
Forward-looking cost base ³	✓			

¹ No HVNL maintenance package – drafting for specific NTC developed policy changes only.

² The NTC may not undertake an annual adjustment in 2019-20 but will need to continue to collect road expenditure information to operate the PAYGO model.

³ Council decisions relating to the forward-looking cost base, independent price regulation and Heavy Vehicle Road Reform will determine any future NTC work in heavy vehicle charging.

More information and progress updates on each of our projects is available on our website at www.ntc.gov.au



Automated vehicles

This program area focusses on improving safety, regulatory efficiency and enabling next generation mobility.

We are working in collaboration with governments, Austroads, regulators, industry associations, business and the community to address the emergence of more automated road vehicles. The aim of this work is to be ready for the safe commercial (mass market) deployment of automated road vehicles.

Projects

Automated vehicle trial guidelines update

This project will review the national guidelines governing conditions for trials of automated vehicles to ensure they remain fit for purpose. These guidelines support trials at all levels of automation, ensure consistent trial conditions nationally, and support cross-border trials. This is a joint project with Austroads.

In-service safety for automated vehicles

This project will develop legislative reform options to ensure in-service safety of automated vehicles, provide driving laws for automated vehicles, and establish legal obligations for Automated Driving System Entities and human users. This project combines two previous NTC projects: 'changing driver laws to support automated vehicles' and 'safety assurance system for automated vehicles'.

Regulating government access to Cooperative Intelligent Transport Systems (C-ITS) and automated vehicle data

This project will develop options to manage government access to C-ITS and automated vehicle data that balances road safety and network efficiency outcomes and efficient enforcement of traffic laws with sufficient privacy protections for vehicle users.

Government use of C-ITS and automated vehicle data

The NTC will lead work with states, territories and Austroads on government access and use of C-ITS and automated vehicle data, including for network efficiency and investment purposes.

Motor vehicle accident injury insurance review for automated vehicles

This project supports jurisdictions to review injury insurance schemes to identify any necessary reforms to support automated vehicles.

Automated vehicle enforcement guideline update

This project will review the national enforcement guidelines that clarify regulatory concepts of control and proper control for different levels of driving automation and support consistent application of the law across jurisdictions.

We are working collaboratively to address the emergence of more automated road vehicles.





Safety, productivity and environment

This program area focusses on improving safety, productivity, regulatory efficiency and environmental outcomes.

We are undertaking several projects to improve safety, environment and productivity outcomes with a particular focus on both the challenges and opportunities posed by changing technology.

Projects

Action plan to improve capacity and harmonisation in the national rail environment

The NTC will work with the Victorian Department of Transport to develop a national action plan to enable the rail industry to deliver outcomes that support the unprecedented level of investment in the rail sector. The action plan will map a forward work program with a focus on addressing labour and skills shortages and improving the harmonisation of rail industry (including rolling stock) standards.

Implementing NTC actions from the review of regulatory telematics

This project will implement NTC actions from the review of existing regulatory policy for regulatory telematics which investigated how governments can help Australia gain the safety and productivity benefits of this technology.

Barriers to the use of more innovative vehicles

This project will explore options for developing a more performance-based framework for vehicle classification, and the appropriate road and related area use requirements and licensing or registration obligations that might apply to various categories of

vehicle types. The project will need to consider the safety assurance framework being developed as part of the automated vehicle project and will build on the complementary Austroads work already undertaken.

Improving the land transport of dangerous goods

This project will examine ways to improve the consistency and efficiency of regulating the land transport of dangerous goods. The project objectives are to consider and develop:

- options for the legal mechanism (e.g. model law, applied law, referral of powers etc) for implementing the laws for the land transport of dangerous goods
- options for the process used (e.g. status quo, improve the existing process, moving to a different process) to update the laws and Code for the land transport of dangerous goods, and
- ways to achieve consistent enforcement of requirements for the land transport of dangerous goods across Australia.

Developing more technology-neutral road rules for driver distraction

This project will explore opportunities to reform the current road rules and make them more technology-neutral while managing safety outcomes. This includes addressing current technology-specific provisions with the intent to align requirements for devices that have similar functionality and remove barriers to the increased use of innovative drivers' aids and safety technology.

Carbon dioxide emissions intensity for new Australian light vehicles

We report on the carbon dioxide emissions intensity of new cars and light commercial vehicle sales to provide a transparent benchmark for consumers and governments about how Australia's new car emission performance is tracking. The Federal Chamber of Automotive Industries provides the data needed for these reports and we hope to continue this partnership in the future.



Reform maintenance, monitoring and review

This program area focusses on improving safety, productivity, environmental outcomes and regulatory efficiency.

We monitor and maintain national laws, model laws and administrative guidelines to ensure they remain contemporary and consistent with their policy intent. We also report to the Council on the implementation progress of national transport reforms and projects by state and territory, and advice on where delays have occurred, and on any corrective actions or interventions required to bring implementation back on track.

Routine and other policy-related amendments to laws

Under our Inter-Governmental Agreement, the NTC has responsibility for the monitoring and maintenance of national laws, model laws and administrative guidelines to ensure they remain contemporary and consistent with their policy intent. In 2017, the NTC transferred responsibility for proposing minor non-controversial changes to the national laws to the two national regulators: the NHVR and ONRSR.

We work closely with advisory groups and other interested stakeholders to identify, develop and recommend agreed, simple changes to existing national applied and model laws. Advisory groups also assist with finalising legislation and other legal instruments for policy projects approved by the Council.

We will undertake routine and other policy-related amendments to laws for the following:

National laws

- Heavy Vehicle National Law
- Rail Safety National Law

Model laws

- Australian Code for the Transport of Dangerous Goods by Road & Rail
- Australian Road Rules
- Australian Light Vehicles Standards Rules
- Assessing Fitness to Drive
- National Standard for Health Assessment of Rail Safety Workers
- Australian Defence Force Road Transport Exemption Framework
- Load Restraint Guide for light vehicles
- Engine brake noise standard.

Reviews and evaluation

3-axle bus mass limits

In November 2018, the Council approved to increase the permissible gross vehicle mass limit to 22 tonnes. The NTC will draft the laws to implement these increases and submit these to the Council for approval.

Economic analysis of 3-axle buses

As part of the decision to increase three-axle bus mass limits, the Council directed the NTC to undertake additional analysis to examine further increases three-axle bus mass limits. This analysis will provide an assessment of safety and the implementation cost to government and industry to adopt a three-axle bus gross vehicle mass limit up to a manufacturer's technical specifications.

Electronic work diaries review

No earlier than three years after approval of an electronic work diary, the Council has directed the NTC to undertake a review of the policy on small breaches for electronic work diaries. This review will incorporate insights from the current heavy vehicle driver fatigue data research project where relevant. This review is tentatively scheduled for commencement in 2022-23 because no electronic work diaries have been approved to date.

7-axle truck and dog review

No earlier than three years after implementation, ministers have directed the NTC to undertake a review of the seven-axle truck and dog reforms that were approved by the Council in 2015. This review is tentatively scheduled for commencement in 2020-21 and will be conducted with the National Heavy Vehicle Regulator.

Reform implementation monitoring and reporting

We produce a National Transport Reform Implementation Monitoring Report for the Council's meeting in November each year. The report provides the Council with an assessment of the implementation progress of national transport reforms and projects and advice on where delays have occurred, and on any corrective actions or interventions required to bring implementation back on track. The advice includes analysis of derogations and variations from the national transport reforms.

We monitor and maintain national laws, model laws and administrative guidelines so they remain contemporary and consistent with their policy intent.





Heavy Vehicle National Law review

This program area focusses on improving safety, productivity, regulatory efficiency and environmental outcomes.

We are undertaking a comprehensive review of the Heavy Vehicle National Law (HVNL). This review will consider the effectiveness of the HVNL, and how to more closely align it with workplace health and safety laws. It will also look for opportunities to improve heavy vehicle safety, productivity and regulatory efficiency.

The review

The purpose of the review is to deliver – from a first principles perspective – a modern, outcome-focussed law regulating the use of heavy vehicles that will:

- improve safety for all road users
- support increased economic productivity and innovation
- simplify the requirements of the HVNL, its administration and enforcement
- support the use of new technologies and methods of operation
- provide flexible, outcome-focussed compliance options.



Economics and pricing

This program area focusses on improving productivity and regulatory efficiency.

We develop heavy vehicle charges and related work including the forward-looking cost base prototype. We also undertake economic analysis to inform our assessment of reform benefits and opportunities.

Projects

Annual adjustment to heavy vehicle charges

As set out in the NTC's governing legislation and Intergovernmental Agreement, the NTC is responsible for recommending an annual adjustment to the heavy vehicle charges. The NTC will not undertake an annual

adjustment of 2019–20 heavy vehicle charges as the Council resolved in November 2017 to freeze heavy vehicle charges for two years.

Forward-looking cost base

The Land Transport Market Reform work is led by the Commonwealth Department of Infrastructure, Regional Development and Cities and now incorporates the Heavy Vehicle Road Reform work. The aim of heavy vehicle road reform is to turn the provision of heavy vehicle road infrastructure into an economic service where feasible.

NTC is providing technical support by further developing the forward-looking cost base prototype that uses the current asset values and future operating costs to establish a forward-looking revenue requirement (or cost base). In 2019–20 we will work with state and territory governments and the Commonwealth government to enhance and fine-tune the prototype.

Supporting other national work

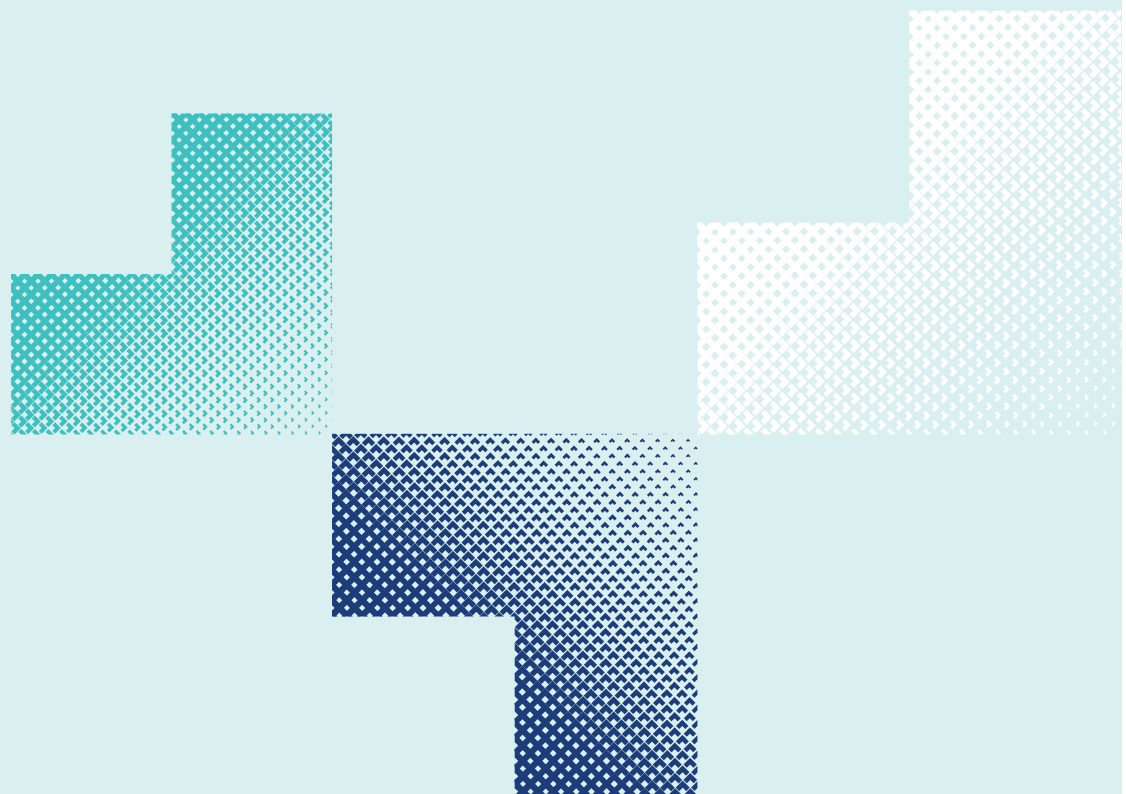
In addition to delivering our program of work, we are involved in national work that is led by others.

Supporting the national regulators

- The National Heavy Vehicle Regulator, including the review of the Performance-based Standards
- The Office of the National Rail Safety Regulator's activities.

National strategies, groups and steering committees

- Austroads taskforces and projects including the Safety Taskforce with a role in the National Road Safety Strategy, and the Connected and Automated Vehicles Steering Committee
- National Freight and Supply Chain Strategy
- Remote Area Consultative Group
- National Transport Technology Policy Framework and Action Plan
- National Rail Vision and Work Program, and
- the Australasian Railway Association's Smart Rail Industry Steering Committee.



Managing risks

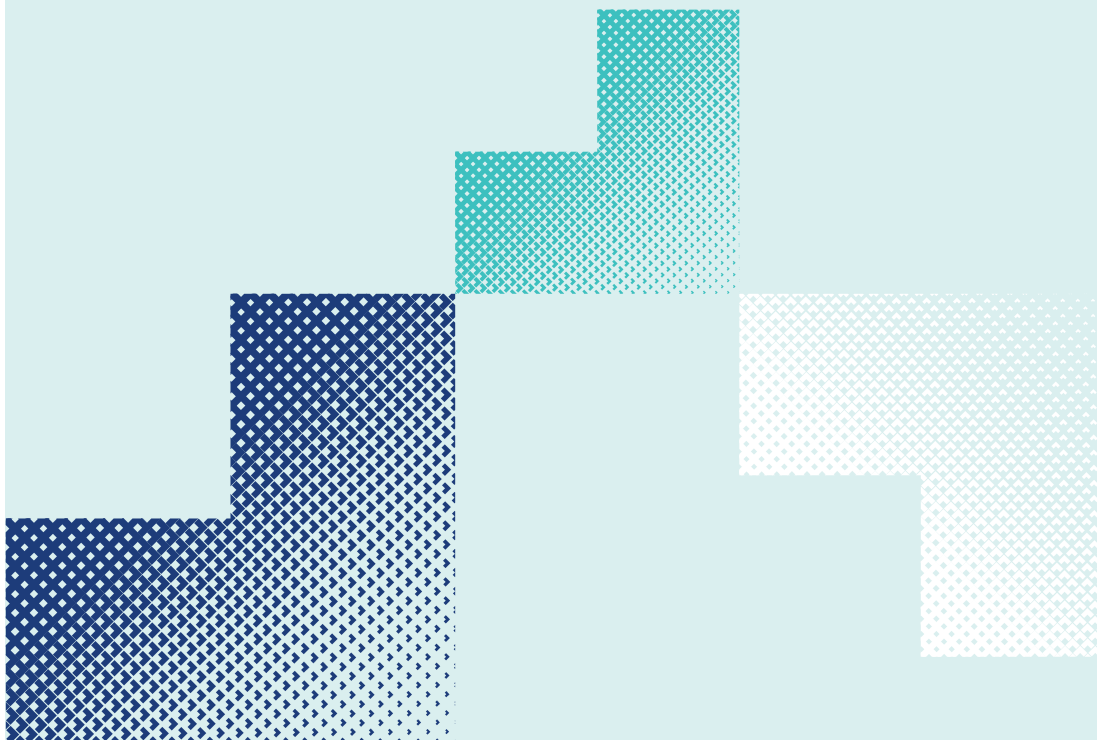
The NTC operates in a complex and changing environment that faces rapid transformation through technology and innovation.

This creates challenges for the successful delivery of the national reform agenda:

- Ensuring alignment between different elements of reform which are being delivered across multiple timeframes, agencies and industry sectors
- Ensuring transport regulation keeps up with the pace of change
- Gaining government consensus on national reforms that would provide the most value for Australia.

The NTC mitigates the risks these challenges pose by working collaboratively with governments and other transport agencies to ensure our reform work is complementary and offers the best possible national outcomes.

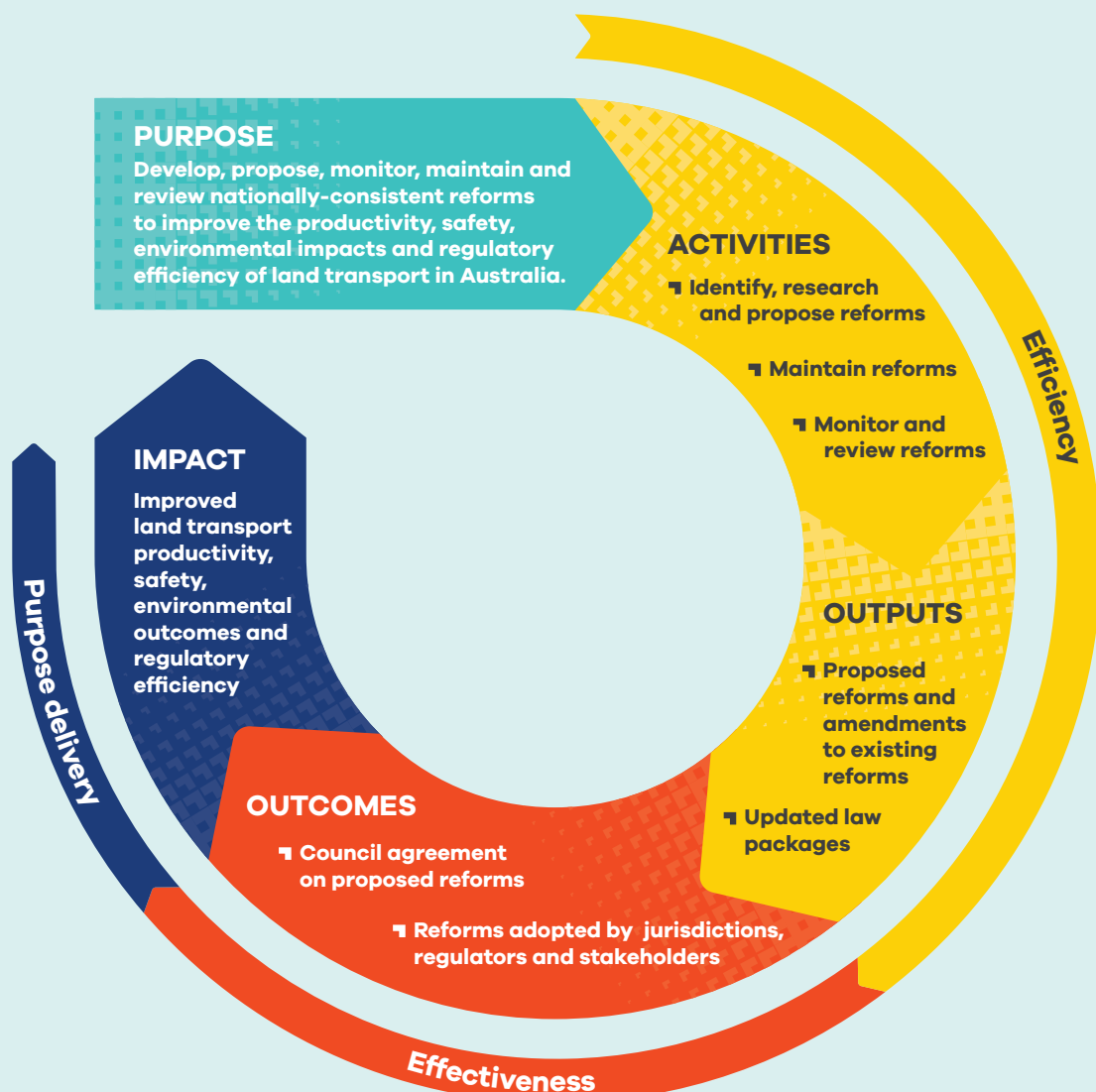
Our risk management framework provides a structured, ongoing process to identify, assess, respond to and report on risks that could prevent us from achieving our organisational objectives. The risk framework includes governance, policies, and the risk register.



Measuring and reporting on our performance

The NTC is a Commonwealth corporate entity. The PGPA Act provides detailed guidance regarding our planning, performance and accountability, and direction on financial reporting and auditing of our accounts.

The NTC measures and reports on how effectively and efficiently we have undertaken our role in delivering on our purpose. We report on our performance in our Annual Report and Annual Performance Statements. We also monitor and report on our performance through six-monthly reports to TISOC on our work program progress.



Our efficiency

Our efficiency measures assess how well we use our resources. These measures look at how we deliver our core reform functions within the time and budget given to us.

Our effectiveness

Our effectiveness measures how well we do our work. These measures focus on the quality and expected value of the reforms we propose, and on the quality and scope of our collaboration and consultation.

Deliver on our purpose

We do not have significant influence over the impact of agreed reforms. These are largely dependent on the jurisdictions or other bodies charged with implementation. Nonetheless it is valuable to report on the timeliness and quality of implementation, as well as impact, for both the Council's benefit and the insights it may provide to the NTC for its activities.

The NTC performance measures assess efficiency, effectiveness, and how well we deliver on our purpose (our impacts). This is shown in the following diagram:

Performance measures

Efficiency	Target
NTC delivers its projects on time and on budget	
Portion of projects completed on time and on budget	> 90%
Portion of projects presented to TISOC or the Council when due	≥ 80%
The NTC maintains, monitors and reviews land transport reforms	
Routine legislative maintenance packages submitted to TISOC	≥ 5 / year
Reform Implementation Report Cards provided to Council when due	> 90%
Review of national consistency of instruments we maintain	≥ 5 / year
Effectiveness	Target
The NTC develops policy reform proposals of high value	
Total Net Present Value (NPV) benefits of policy submitted to TISOC	> 3-year rolling average (NPV)
The NTC develops practical reform recommendations	
Portion of NTC recommendations presented to Council and agreed	> 90%
Total NPV benefits of regulatory reforms agreed by Council	> 90% of that submitted to TISOC
Portion of NTC regulatory amendments presented to Council with a TISOC-agreed implementation plan	100%
The NTC delivers on IGA	
Section 51 review (in 2021) confirms the value of the NTC in meeting the objectives specified in the <i>Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport</i> (IGA)	NTC recognised as highly valuable

Deliver on our purpose	Target
Land transport productivity relative to the broader economy	
Transport contribution to industry gross value added	No target (limited influence)
Land transport safety outcomes	
Road fatalities	No target (limited influence)
Road injuries*	No target (limited influence)
Rail fatalities	No target (limited influence)
Rail injuries	No target (limited influence)
Land transport environmental outcomes	
Greenhouse gas emissions	No target (limited influence)

* The Commonwealth Department of Infrastructure, Regional Development and Cities, Austroads and state and territory governments are on track to collect and report nationally-consistent source data on serious road crash injuries by 2019–20.

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