



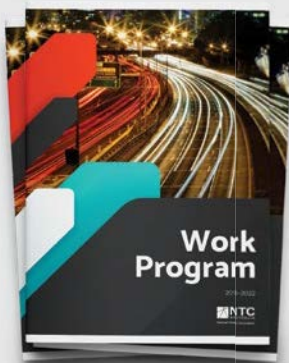
Corporate Plan

2018–2022

Our vision

Our land transport system improves the living standards of all Australians

Other key NTC documents you may be interested in include the following:



Work Program

Our Work Program details the specific projects and activities we will deliver over the next four years to achieve our purpose. We use our Corporate Plan as a key input to develop our work program for ministerial consideration and approval on an annual basis.



Annual Report

Our Annual Report details our performance over the preceding financial year. It includes our financial statements and the results achieved against the planned performance in our Corporate Plan and the projects and activities in our Work Program.

National Transport Reform Implementation Monitoring Report

Each year the NTC provides a progress report to the Transport and Infrastructure Council on the implementation status of nationally approved transport reforms. The report provides the Council with an independent assessment of the implementation progress of national transport reforms and projects.

Statement of Preparation

As the accountable authority, I present the NTC Corporate Plan 2018–2022 for the four reporting periods 2018–2019 to 2021–2022. 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. The plan will be reviewed annually to reflect changes in our operating environment.



Carolyn Walsh
Chair of the Commission

About the NTC

Who we are

The National Transport Commission (NTC) is a corporate body established as a national transport reform agency by the *National Transport Commission Act 2003* (the NTC Act). We are funded by the Commonwealth, state and territory governments and are located in Melbourne. We employ about 40 staff.

The NTC is an independent advisory body. We provide high quality, impartial advice and national land transport reform proposals to government through the Transport and Infrastructure Council (the Council). The Council consists of Commonwealth, state and territory ministers responsible for transport and infrastructure.

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

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.

Our purpose

We work collaboratively with stakeholders to identify, design and champion regulatory and operational solutions to national problems affecting land transport users across Australia.

These solutions:

- ▶ allow every Australian and every product to move to their destination safely and efficiently
- ▶ support competitive and innovative national and international markets.

We do this by:

- ▶ developing, monitoring and maintaining uniform or nationally consistent regulatory and operational arrangements for road, rail and intermodal transport, including recommending to Australia's transport ministers proposed reforms and amendments to agreed reforms
- ▶ developing proposed reforms for heavy vehicle road user charges based on charging principles agreed by Australia's transport ministers
- ▶ recommending other opportunities for Australia's transport ministers to achieve the objectives of our Inter-Governmental Agreement, that is, by identifying reforms to improve land transport productivity, safety, environmental performance and regulatory efficiency
- ▶ undertaking any other responsibilities and functions determined by Australia's transport ministers.

The primary way we achieve our purpose is through the successful delivery of our four-year Work Program which is approved annually by the Council.

Strategic direction

Prior to submitting our Corporate Plan and associated Work Program to the Council for approval in May each year, we undertake comprehensive external scanning and stakeholder engagement. This involves ministers, governments, industry and the community to ensure we are proposing projects and activities that lead to high-value reforms that align with our objectives. External scanning includes an assessment of the latest strategic direction given to us by the Council.

Latest strategic direction provided by the Council

In determining the content of each year's Corporate Plan and Work Program there are a range of additional strategic documents that we examine. These include the Council's:

- ▶ Statement of Expectations (1 January 2017 to 31 December 2021)
- ▶ Response to the 2015 Section 51 review of the NTC
- ▶ Strategic Work Program
- ▶ Performance-based Framework.

The table on the following page shows the purpose of these documents and how they were developed. Where ministers provide additional guidance or request that particular activities be undertaken as a priority, this is reflected in our Corporate Plan and Work Program.

For the period of this Corporate Plan, the NTC must meet the following Council expectations and focus on the following priorities:

Corporate governance and capability expectations:

1. Ensure the NTC acts in accordance with the NTC Act, the PGPA Act, other relevant legislation and legal instruments and the documents listed above.
2. Create a culture of performance that effectively carries out the Council's priorities with available resources, expertise and systems by focusing on the NTC's people and infrastructure, and preparing to both proactively and reactively address reform issues.
3. Adhere to a set of values and code of conduct that maintain high standards of professionalism, service, probity, reporting, accountability and transparency, consistent with governments' aims of excellence in the public sector.
4. Work closely with the Transport and Infrastructure Senior Officials' Committee (TISOC) in the development and ongoing monitoring of the NTC's Corporate Plan, Work Program and budget, to ensure timeliness and appropriate prioritisation.
5. Work with TISOC on effective and appropriate stakeholder engagement taking into consideration the consultation burden on industry.

Work Program priorities derived from the Council's response to the 2015 NTC review recommendations and the Council's Statement of Expectations for the NTC:

1. Achieve agreed work program priorities and align priorities with the Council's strategic work program.
2. Identify new opportunities for Council to improve outcomes, including through the removal of unnecessary regulatory barriers and a stronger focus on rail.
3. Continue the NTC's focus towards higher level strategic policy work consistent with our core reform role, while transitioning operational policy and routine law maintenance to the National Heavy Vehicle Regulator and National Rail Safety Regulator.
4. Act as an expert advisor to the Council on reform development, implementation, evaluation and maintenance.
5. Monitor and provide independent annual reform assessments to the Council, providing objective analysis of the success or failure, including comment on any issues or problems with NTC or jurisdictional roles and performance.
6. Address the barriers to increasing the adoption of current and emerging technologies by the transport sector.
7. Get the right policy and regulatory settings in place to facilitate and remove barriers to technological innovation.
8. Develop national regulatory systems to secure the highest possible degree of national consistency.
9. Develop key performance indicators to track the effectiveness of reform initiatives to improve transport productivity and efficiency, and to provide an evidence base for future reforms.
10. Support heavy vehicle road reform, by providing technical advice and other input, as requested by TISOC and the Council.

Through the annual approval of our Work Program, ministers determine the priority projects and activities that align with the NTC's purpose. Our performance is regularly assessed by ministers when we seek approval for recommendations from each scheduled project and activity.

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| National Transport Commission Act 2003 | <ul style="list-style-type: none"> ▶ Establishes the NTC and outlines our purpose and governance arrangements. ▶ Section 51 sets a review period every six years to determine how efficiently and effectively the NTC has performed and whether we should continue in operation. It recommends any changes in operation/focus and the budget arrangements for the subsequent six-year period. |
| Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport | <ul style="list-style-type: none"> ▶ Further defines and clarifies our purpose, the type of work we undertake and the arrangements that apply to carrying out that purpose. |
| Section 51 periodic review of the NTC | <ul style="list-style-type: none"> ▶ The Council appoints an independent expert panel to review the NTC every six years. The panel consults with government, industry and other parties, and submissions to the review are published publicly, along with the panel's report to the Council. ▶ The Council responds to the recommendations and their response is reviewed and noted by the Council of Australian Governments. ▶ The Council's response to the recommendations includes guidance to the NTC on our priority reform areas, our operations and any changes they would like us to make to improve our effectiveness and efficiency. Their response guides both reforms and activities we undertake in our work program and how we undertake them. |
| Transport and Infrastructure Council Statement of Expectations | <ul style="list-style-type: none"> ▶ The Statement of Expectations is issued by the Chair of the Council to all Commissioners. It specifies the Council's governance and performance expectations of the NTC, including those arising from its status as an inter-jurisdictional authority under the PGPA Act. ▶ The current Statement of Expectations covers the period from 2017 to 2021. ▶ The Statement of Expectations further clarifies our priorities and guides the content of this Corporate Plan and supporting strategies, plans and programs. ▶ The Council expects NTC Commissioners to help position the NTC to meet current and emerging challenges in road, rail and intermodal transport by developing, monitoring, maintaining and evaluating national strategic, legislative and regulatory reforms and workable implementation strategies, with the support of a workforce with the requisite skills and capabilities to achieve the desired outcomes. |
| Council's Performance-based Framework for the NTC | <ul style="list-style-type: none"> ▶ The framework provides a mechanism for the Council to consider and monitor our Corporate Plan, Work Program and budget each year. The framework was introduced in 2013 and was updated in late 2016. The Performance-based Framework includes guidance to the NTC on: <ul style="list-style-type: none"> ▶ work program planning and development ▶ development of implementation plans for reforms ▶ reform monitoring and reporting ▶ consultation arrangements ▶ reform evaluation ▶ NTC governance and performance reporting. |
| Council reform priorities and Strategic Work Program | <ul style="list-style-type: none"> ▶ The Council periodically reviews and resets its reform priorities. ▶ The Statement of Expectations directs the NTC to align our work priorities with the four strategic reform priorities. |

Operating environment

Our operating environment is characterised by complexity and change. We need to successfully navigate a complex network of collaborative partnerships with industry, governments and the broader community to deliver on our purpose. We do this in a transport environment that is rapidly changing in the face of social and economic shifts and technological innovation.

Our legislation, relationships and responsibilities

Our legislation

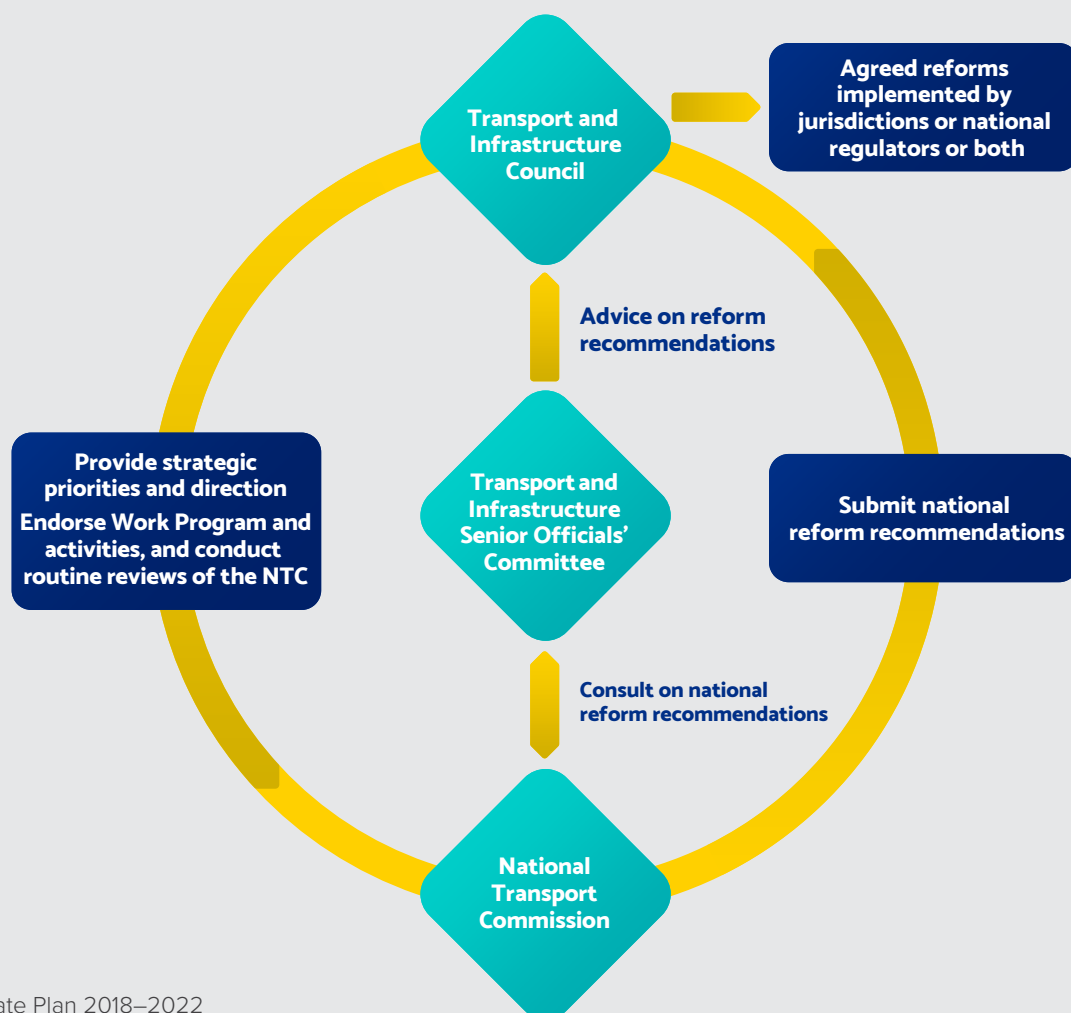
The NTC Act and the Inter-Governmental Agreement (IGA), which outline our functions and purpose, require us to have our Work Program approved by the Transport and Infrastructure Council (the Council) and have all proposed reforms approved by the Council. Reforms are changes to model laws, national laws and related instruments and guidelines.

Our relationships with those that approve and implement our reforms

We report to the Council and work in close collaboration with transport agencies, regulators, businesses/ industries and other stakeholders to identify, propose, review, maintain and evaluate reforms. We adjust our Work Program as needed to accommodate ministerial requests to undertake high priority reform work.

For our proposed reforms to become agreed reforms, the Council must achieve consensus on a recommended option. We work closely with the Council's advisory body, TISOC, and have memoranda of understanding (MOUs) to provide clear guidance on role and mutual expectations with our key partners, the National Heavy Vehicle Regulator and the Office of the National Rail Safety Regulator and Austroads.

Our reporting relationships are depicted in the following diagram:



Responsibilities for transport regulation in Australia reside in all three levels of government and across different agencies and national regulators for different outcomes. Each of these parties can have different perspectives and expectations of us. We represent the federation but are not a Commonwealth Department. This means our constraints and the way we operate are inherently different to states and territories, in particular:

- ▶ We need to align the timing of our recommendations for reform with the twice-yearly Council meetings.
- ▶ We are structurally and geographically separate from those accountable for implementing agreed reforms.

Multilateral negotiations on proposed reforms or amendments to agreed reforms can be challenging. In many cases the beneficiaries of our proposed reforms and amendments are not the transport agencies themselves, and our proposals also need to be strong enough to stand on their own merit without the use of financial incentive levers.

These challenges and the complex nature of our relationships impact directly on how successful we are in gaining the required consensus agreement from Council to proposed reforms, and the subsequent time it takes for responsible agencies to implement those reforms once agreed.

Our relationships with industry

Effective engagement with our industry stakeholders is critical to our success as a reform agency. Combining the knowledge and experience of our many stakeholders with our own expertise enables us to provide quality evidence-based advice to governments. We consult extensively with industry in the delivery of our Work Program to ensure our reform proposals are relevant, effective and efficient and meet the needs of industry.

Our role and responsibilities

The NTC is the only organisation with a legislative requirement to propose nationally consistent reforms/legislative change to model laws, national laws, other guides and instruments with a view to developing a truly national, safe and productive transport market.

To provide a better understanding of our operating environment, we have broken down the relevant factors into those which we have full control over, those we have partial control of, and factors beyond our control.

Full control

- ▶ The recommendations we put forward to the Council proposing new reforms and amendments to existing reforms
- ▶ The quality of our proposed reforms including the evidence we use to support our recommendations
- ▶ The quality and timing of the public consultation and engagement processes we undertake with stakeholders
- ▶ The transparency of our processes to determine what recommendations we put forward to the Council

Partial control or influence

- ▶ The likelihood of consensus agreement by the Council to our recommendations by:
 - ▶ gaining support from TISOC members prior to submitting our annual Work Program and reform proposals to the Council
 - ▶ ensuring our recommendations to the Council are accompanied by comprehensive and achievable implementation plans developed collaboratively with those responsible for implementing the agreed reforms
 - ▶ providing annual reform implementation status monitoring reports that assess the implementation progress of agreed reforms and the degree of variation from agreed reforms

Beyond our control

- ▶ The implementation of reforms
- ▶ How a specific law is enforced/administered or used
- ▶ State, territory or Commonwealth changes to transport policy which may affect our projected benefits for agreed reforms
- ▶ Significant changes to parliamentary council processes and state cabinet processes or sittings which may impact the timing for amendments to national laws
- ▶ Industry uptake of non-mandatory reforms aimed at increasing productivity and efficiency of the industry
- ▶ Quality of the submissions we receive during public consultation periods

Australia's changing transport environment

Australia's transport system provides mobility and logistics for Australia's 24.5 million inhabitants. However, we face growing population pressures, changing consumer expectations and behaviours and concerns from the transport industry about the cost of compliance with transport, workplace health and safety and environmental and other laws. There is growing community concern with the environmental and health impacts of our transport system.

The wider transport sector is experiencing rapid change with consumer and market changes underpinned by technology. Regulatory environments often go through longer periods of stability, with shorter periods of significant change. We are currently in one of those shorter periods of significant change due to new technology. This technology is leading to new transport products and services that provide value to customers, such as more convenience, increased efficiency, cost reductions, better safety, more comfort, better reliability or 'greener' outcomes.

The future of transport is likely to be characterised by integrated, technology-driven and customer-centric mobility solutions. We are seeing a diversification of vehicle types and operating domains, leading to questions such as how devices like remotely piloted aircraft might interact with road and rail corridors in a three-dimensional space, or how to deal with new devices that can operate across transport spaces and regulatory environments (for example, on the road, in the air, and on the water). The boundaries of the transport portfolio are becoming less defined as sectors converge.

This period of rapid change and diversification is creating regulatory challenges and disrupting established markets and business models. It also creates opportunities to reform regulations to allow new transport products and services while managing the risks. Operating in this environment requires wider collaboration across government portfolios and the private sector to ensure a more holistic approach for broader cross-sector issues. The NTC's work understanding change and exploring the future helps us to respond to our changing environment and identify and propose reform priorities for Council consideration.

Capability

How we will achieve our purpose

Our capability is key to how we position ourselves to respond to our dynamic operating environment and manage our risks. We place a high priority on ensuring we can provide quality advice to governments, industry and the community. We are firmly committed to a process of continuous improvement to ensure we have the internal capacity and capability to support our operational functions, and have the agility to adapt to changes in our operating environment.

Our commitment to excellence guides how we work with stakeholders and underpins the development of our workplace culture. Over the period of this corporate plan, we will continue to improve our performance by building capability in four key areas: our people, corporate capabilities, infrastructure, information and technology, and engagement with our stakeholders.

Our approach

Our capabilities are valued for the following reasons:

- ▶ Our advice is independent and based on consultation, evidence, regulatory best practice, and innovation.
- ▶ We are responsive to changing trends; we focus on the big picture and are forward looking.
- ▶ We listen and respond to our stakeholders and have collaborative partnerships with industry, governments and the broader community.
- ▶ Our people are professional, highly capable and committed, and provide factual, evidence-based advice.
- ▶ Our performance framework supports high-quality work that delivers on our commitments.
- ▶ Our focus on continuous improvement ensures our work processes are optimised.
- ▶ We are flexible, proactive and inclusive, anticipating and responding to the needs of our stakeholders and agile in meeting the needs of ministers.

Our capability

People

We are committed to fostering a high-performance culture. In the next four years our activities will focus on retaining, recruiting and developing the right people and implementing our strategic workforce plan. As part of this we will maintain an inclusive workplace free from any forms of discrimination and supportive of the health and wellbeing of our people.

Our strategic workforce plan will help ensure our workforce is capable and enabled to meet the challenges of our operating environment and contribute to our continued success in delivering on our purpose. This includes continuing our strategy to recruit highly skilled policy, project and regulatory generalists and to 'buy in' specialist technical knowledge for short periods as necessary. With a small workforce, this strategy provides the greatest flexibility and agility to achieve our purpose.

Considering our needs for the future, the following capability priorities will be further developed through implementation of our Strategic Workforce Plan over the next four years:

- ▶ detailed understanding of the mechanisms of government/ legislative reform including budgeting and policy development levers

- ▶ internal change management
- ▶ leadership capability
- ▶ conceptual thinking
- ▶ analytical and research skills (comparative, multi-criteria and cost-benefit).

In addition to addressing these priority development needs, staff will participate in a structured program of development of core skills including project management, stakeholder engagement, policy development, risk management and personal efficiency training. This will ensure our current standards of quality and performance are maintained and improved. We recognise the need for more specialised development opportunities to complement these core skills, and over the coming four years our Learning and Development Plan will continue to evolve to incorporate a more targeted pathways approach to individual development.

We will also attract and retain the right people by focusing on our culture and values, in particular increasing collaboration opportunities across the organisation. We will implement an internal communications strategy to help drive initiatives in this space and empower staff to take the lead. Our staff engagement survey will be used as a key input to identify opportunities to further enhance our culture and performance.

Corporate capabilities

For the period covered in this plan, our corporate activities will focus on:

- ▶ Building on our internal governance committee structure and terms of reference to drive efficiency, effectiveness and continuous improvement.
- ▶ Further development and improvement of our business processes and integrating this with digitisation and automation initiatives.
- ▶ Increasing the agility and flexibility of our internal resources to improve the effectiveness and quality of our work and ability to respond quickly to new, emerging Council priorities.
- ▶ Establishing a stronger presence on social media to improve collaboration with our stakeholders.

Infrastructure, information and technology

We have developed an ICT, information management and knowledge management strategy and supporting plan to address our short-, medium- and long-term needs. From 2018–2019 to 2021–2022 our activities will focus on implementing this strategy and plan, including:

- ▶ enhanced process automation and digitisation
- ▶ better enablement of collaboration and work mobility
- ▶ deeper integration of enterprise-wide business functions
- ▶ improving our information and knowledge management processes and systems including the implementation of an enhanced finance system, a new human resources management system and a new client relationship management system
- ▶ improving our web presence and digital tools.

Implementing the rolling three-year strategy and plan (reviewed annually) will enable us to meet our current and anticipated information management 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.

By expanding our ICT capability in a coordinated way we will improve the support we provide to staff and the value we create for our stakeholders.

Stakeholder engagement

The NTC works in co-operation with transport agencies, regulators, industry and other stakeholders and reports to the Council. Effective engagement and our ability to create strong partnerships to deliver value to our stakeholders is critical to our success as a reform agency. We achieve this through our key stakeholder partnership principles:

- ▶ understand before acting
- ▶ involve before deciding
- ▶ discuss before implementing
- ▶ share before announcing.

We have an annual strategic stakeholder engagement and communications strategy and plan, which helps us to achieve our core purpose, address reputation and delivery risks and continuously improve our performance. From 2018–2019 to 2021–2022 our goal is to become even more effective, targeted and innovative in our engagement and communication activities to enhance the outcomes of our reforms.

During the period of this Corporate Plan, activities will focus on ensuring we engage effectively with an increasingly diverse group of stakeholders, particularly new transport services and product market entrants, along with those stakeholders impacted by new business models underpinned by technology and other innovations.

Risk oversight and management

Role of the NTC Commissioners

Our Commissioners operate under the NTC Act and PGPA Act. The Commissioners and Council are responsible for our strategic direction and performance. An essential part of this responsibility is the establishment of a sound, risk-based system of controls that provides reasonable assurance that our objectives will be met within an acceptable degree of risk. The Commissioners also have a tactical role in maintaining a watching brief over the external and internal environments, Chief Executive performance and the control environment.

The Commissioners' linkage with our operations is through direction of the Chief Executive by way of policies and delegations. They have no day-to-day management role but are responsible for, and have authority to determine, all matters related to our policies, practices, management and operations. The Commissioners are required to take all action necessary in order to achieve our purpose.

We have six commissioners that include our Chief Executive. They meet regularly throughout the year.

As a corporate Commonwealth entity, we must operate within the relevant rules and regulations prescribed by the PGPA Act and associated rules.

We recognise risk management is an essential part of our functions and operations, and underpins the achievement of our key objectives. We have an effective risk management framework in place. We maintain an organisational risk register and have implemented risk management at the strategic, program and project levels.

Risks are managed over the four-year period of the plan through the NTC Risk and Audit Committee, which reports to the NTC Commissioners. The Committee has delegated responsibility for monitoring and reporting on risk, control and compliance frameworks. The primary focus of the Risk and Audit Committee is to provide an independent assessment on the state of our risk management policies and procedures, internal control systems and governance, and to provide regular and relevant reports and advice to the Commissioners.

Our risks

Key risks to effective program development and delivery include:

- ▶ Lacking the agility and speed to adapt the regulatory framework in response to rapid changes in our transport system.
- ▶ Not being effective in facilitating change or providing strategic advice.
- ▶ Failure to engage effectively with new stakeholder groups and the rest of the Australian community, and understand their issues and risks.
- ▶ Not focusing our resources on proposing the right reforms with the potential to deliver the greatest productivity, safety and environmental outcomes and to improve regulatory efficiency.
- ▶ A lack of accurate, representative data and analytics on transport demand, the performance of the transport system and consumer behaviour.
- ▶ Failure to identify potential changes to the future transport system.

We will proactively address these risks through our targeted mitigation strategies and through the continuous planned improvement of our capability as outlined in this Corporate Plan.

Performance

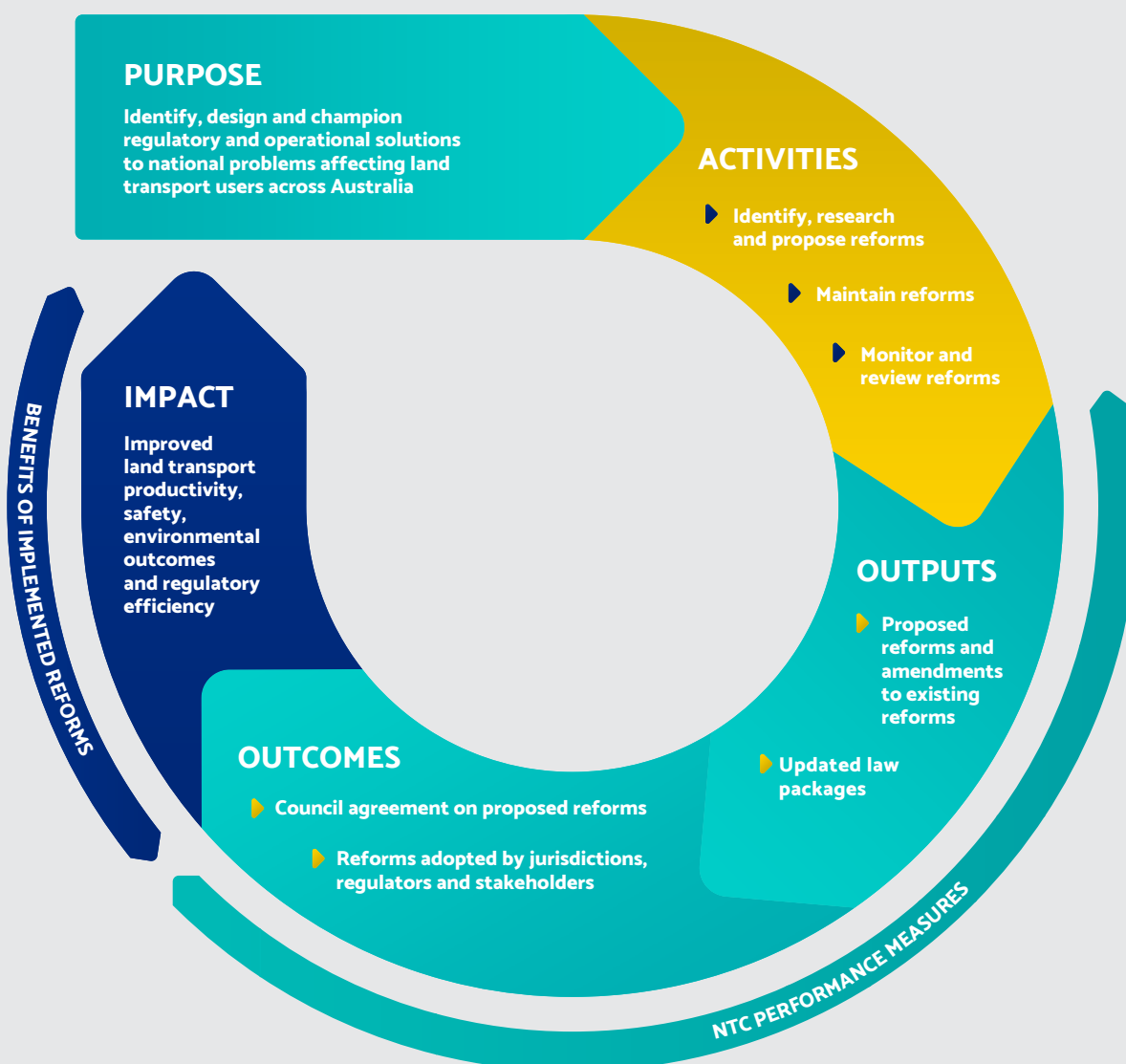
How we will measure our achievements

We are a Commonwealth corporate entity. The PGPA Act provides detailed guidance regarding our planning, performance and accountability, as well as direction on financial reporting and auditing of our accounts. We are required to measure and assess how effectively and efficiently we have performed in achieving our objectives and purposes. We do this through our Annual Report and Annual Performance Statements. In addition to this reporting, we monitor and report on our performance throughout the year via:

- ▶ mid-year and annual program delivery performance reporting to TISOC
- ▶ continuous project and program monitoring, reporting and review/adjustment of activities

- ▶ publication of project updates and media releases on our website
- ▶ twice-yearly reports on financial performance to Treasury and the Department of Finance.

We are not the only entity responsible for achieving the transport policy outcomes sought by the Council. Therefore, the performance measures and targets in this Corporate Plan focus on the outcomes we seek to achieve that directly relate to our purpose (over which we have partial or full control), but also recognise the 'external factors' to which many agencies, organisations, businesses and individuals contribute. This distinction between our outcomes (on which we base our performance measures) and impacts of implemented reforms (which we review and monitor) is shown in the following diagram:



Our performance measures and outcomes

Our performance measures are designed to assess the effectiveness and efficiency of our strategic and operational activities in achieving our purpose. Ultimately, the key indicators of our successful performance are: annual approval by the Council of our Work Program; subsequent Council member consensus agreement to our proposed reforms and recommended changes to adjust or maintain agreed reforms; and positive outcomes from periodic independent statutory reviews of the NTC's effectiveness and efficiency in achieving the objectives of the IGA.

Our performance measures and outcomes table (see page 15) shows how we meet our performance objectives. More detailed information on how well we delivered on our performance objectives, including analysis and case studies, is published in our Annual Report.

Benefits of agreed reforms once implemented

Projected benefits

The overall projected contribution of each individual reform that we propose (which is agreed to by ministers) to improving transport productivity, safety and environmental outcomes and/or regulatory efficiency is calculated on a reform-by-reform basis and reported to the Council, in our Annual Report and performance statements and on our website.





Realised benefits reform monitoring and evaluation

Measuring the quality, efficiency and effectiveness of regulation is extremely difficult, and must seek to balance timeliness, cost, and accuracy. The NTC undertakes the following key reform monitoring and evaluation activities:

- ▶ **Reform reviews:** We conduct periodic reviews and evaluations of Council-approved reforms and the extent to which they have achieved the projected benefits for each reform, for example: projected cost savings for operators/regulators, projected safety benefits and projected reductions in CO₂ emissions.
- ▶ **Reform implementation monitoring:** We develop the National Transport Reform Implementation Monitoring Report which includes advice on the uniformity and consistency of implementation of national reforms, laws, regulations and other reforms on an annual basis.

The results of these monitoring and review activities, along with any recommendations for further action, are provided to the Council and published on our website. The Productivity Commission is also periodically directed to review Council-approved reforms which we have either developed or co-developed. Their reports and recommendations are also considered by the Council or COAG and publicly released. Depending on the results of these reviews and evaluations, the NTC may propose to the Council amendments to agreed reforms, or be directed by the Council to undertake further work in our future work program.

NTC performance measures and outcomes

| Desired outcome | Performance indicator | Performance measure | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|---|--|---|--|--|--|---|
| Council is satisfied with the quality of evidence and supporting advice provided by the NTC enabling effective decision-making | Council agree to our recommendations | Greater than 90 per cent |  |  |  |  |
| Our recommendations to Council are informed by quality engagement with our stakeholders | Our annual stakeholder survey shows that key stakeholders are satisfied with our engagement and performance, including the quality of our recommendations to Council | A survey satisfaction rating of greater than 7 out of 10 |  |  |  |  |
| Our Work Program is delivered effectively and efficiently enabling the Council to make decisions that can improve land transport productivity, safety, regulatory efficiency and environmental outcomes | Our projects are delivered on time and within budget each financial year | At least 90 per cent |  |  |  |  |
| | Recommendations from our projects are presented when due to the Transport and Infrastructure Senior Officials' Committee and/or the Council within each financial year | At least 80 per cent |  |  |  |  |
| The NTC is effective and efficient in achieving the objectives of the IGA | Results of periodic statutory review of NTC's effectiveness and efficiency in achieving its purpose including recommendation to continue operation | Council recommendation for the NTC to continue in operation | | | |  |



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