

# **National Transport Commission**

## **Entity resources and planned performance**



# National Transport Commission

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# National Transport Commission

## Section 1: Entity overview and resources

### 1.1 Strategic direction statement

The National Transport Commission (NTC) is a national land transport reform agency that supports Australian governments to improve safety, productivity and environmental outcomes, provide for future technologies and improve regulatory efficiency. Our vision is to advance social, economic and environmental outcomes for all Australians through an efficient, integrated and national land transport system.

The *National Transport Commission Act 2003* (the NTC Act) and the *Inter-Governmental Agreement for Regulatory and Operational Reform in Road, Rail and Intermodal Transport* (IGA) establish the NTC and define our role. This is reflected in the NTC's outcome statement: 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.

As a key contributor to the national reform agenda, the NTC is accountable to the Infrastructure and Transport Ministers' Meeting (ITMM), and works closely with the ITMM's advisory body, the Infrastructure and Transport Senior Officials' Committee (ITSOC). ITMM approves the NTC's program of work (through our Corporate Plan) and reform proposals.

The NTC operates in a complex and changing national environment that faces rapid transformation through technology and innovation. To meet the challenges that this environment poses and deliver on our intended outcomes, the NTC's focus for 2025-26 is:

- Delivering reform work across three focus areas that are aligned with ITMM's priorities and offer the highest value for Australia:
  - Safer transport – progressing a transport system that enables the safe movement of good and people across Australia
  - A productive national system – advancing a seamless national transport system that is productive, resilient and sustainable now and in the future
  - Improved environmental outcomes – helping the transport system to deliver better environmental outcomes
- Meaningful engagement, collaboration and partnerships to deliver reform, while taking a more active role as a facilitator and coordinator to support national transport reform
- Further strengthening our policy and regulatory reform capabilities to ensure we have the expertise to deliver high-quality work and advice
- Continuing to embed a more flexible, responsive, and national operating model.

The NTC's Corporate Plan provides more detail on our program of work and how we will deliver on our outcomes.

## 1.2 Entity resource statement

Table 1.1 shows the total resourcing from all sources available to the NTC for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (government strategic policy objectives) and by administered (on behalf of the Government or the public) and Departmental (for the NTC's operations) classification.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by Outcome 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis. Amounts presented below are consistent with amounts presented in the Appropriation Bills themselves.

**Table 1.1: National Transport Commission resource statement – Budget estimates for 2025–26 as at Budget March 2025**

	2024-25 Estimated actual \$'000	2025-26 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>7,643</b>	<b>7,596</b>
<b>Funds from Government</b>		
Annual appropriations - ordinary annual services <sup>(a)</sup>		
Outcome 1	6,746	6,423
Total annual appropriations	6,746	6,423
<b>Total funds from Government</b>	<b>6,746</b>	<b>6,423</b>
<b>Funds from other sources</b>		
Interest	400	400
Other	12,537	11,874
<b>Total funds from other sources</b>	<b>12,937</b>	<b>12,274</b>
<b>Total net resourcing for NTC</b>	<b>27,326</b>	<b>26,293</b>
<b>Average staffing level (number)</b>	<b>44</b>	<b>44</b>

Prepared on a resourcing (that is, appropriations available) basis.

All figures shown above are GST exclusive – these may not match figures in the cash flow statement.

(a) Appropriation Bill (No. 1) 2025–2026 and Supply Bill (No. 1) 2025–2026.

The NTC is not directly appropriated as it is a corporate Commonwealth entity. Appropriations are made to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (a non-corporate Commonwealth entity), which are then paid to the NTC and are considered 'Departmental' for all purposes.

## 1.3 Budget measures

There are no new measures relating to the NTC for the 2025–26 Budget.

## Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

**Note:**

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan for NTC can be found at:

<https://www.ntc.gov.au/sites/default/files/assets/files/NTC%20Corporate%20Plan%202024-28.pdf>

The most recent annual performance statement can be found at:

<https://www.transparency.gov.au/publications/infrastructure-transport-cities-and-regional-development/national-transport-commission/national-transport-commission-annual-report-2023-24>

## 2.1 Budgeted expenses and performance for Outcome 1

**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**

### Budgeted expenses for Outcome 1

This table shows how much the NTC intends to spend (on an accrual basis) on achieving the outcome, broken down by program.

**Table 2.1.1: Budgeted expenses for Outcome 1**

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>Program 1.1: National Transport Commission</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	6,746	6,423	5,606	4,516	4,629
Revenues from other independent sources	12,937	12,274	10,599	8,629	8,838
<b>Total expenses for Program 1.1</b>	<b>19,683</b>	<b>18,697</b>	<b>16,205</b>	<b>13,145</b>	<b>13,467</b>
<b>Outcome 1 Totals by resource type</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill (No. 1) and Supply Bill (No. 1))	6,746	6,423	5,606	4,516	4,629
Revenues from other independent sources	12,937	12,274	10,599	8,629	8,838
<b>Total expenses for Outcome 1</b>	<b>19,683</b>	<b>18,697</b>	<b>16,205</b>	<b>13,145</b>	<b>13,467</b>
	2023-24	2024-25			
<b>Average staffing level (number)</b>	44	44			



**Table 2.1.2: Performance measures for Outcome 1**

Table 2.1.2 details the performance measures for each program associated with Outcome 1. It is used by entities to describe the results they plan to achieve and the related key activities, as detailed in the current corporate plan, the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2025–26 Budget measures that have created new programs or materially changed existing programs are provided.

<b>Outcome 1</b> – 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		
<b>Program 1.1</b> – 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.		
<b>Key Activity</b>	Delivery of the NTC’s ministerially approved program of work (as detailed in the NTC’s Corporate Plan) in partnership with Australian governments, safety regulators, standards boards, industry, the private sector and the broader community	
<b>Year</b>	<b>Performance Measures</b>	<b>Expected Performance Results</b>
Current Year 2024-25	The NTC develops reform proposals that are demonstrated to offer national benefits	Clear evidence is provided of the expected benefits for all reform proposals Actual achievement cannot be assessed until EOFY but anticipated that target will be met
	The NTC’s advice is relevant and valuable to ITMM	All the NTC’s recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making Actual achievement cannot be assessed until EOFY but anticipated that target will be met
	The NTC delivers its ITMM-agreed deliverables on time and within budget	100 per cent of ITMM-agreed deliverables are completed on time and within budget Actual achievement cannot be assessed until EOFY but anticipated that target will be met
	The NTC delivers a comprehensive program of legislative reviews and amendments	At least three legislative instruments are reviewed each year with amendment packages submitted if required Actual achievement cannot be assessed until EOFY but anticipated that target will be met

Year	Performance Measures	Expected Performance Results
Current Year 2024-25 cont.	The NTC consistently monitors and promotes the successful implementation of land transport reforms	The National Transport Reform Implementation Monitoring Report is provided annually and includes: <ul style="list-style-type: none"> <li>the status for each jurisdiction for all land transport reforms being implemented</li> <li>recommendations to address any barriers to successful implementation</li> </ul> Target achieved
	All NTC reforms are proposed with a clear implementation pathway	100 per cent of NTC regulatory amendments presented to ITMM have an implementation plan that includes outputs, timeframes and accountabilities Actual achievement cannot be assessed until EOFY but anticipated that target will be met
	The NTC receives positive feedback in its stakeholder survey on how the organisation engages	The overall feedback received is positive and constructive Actual achievement cannot be assessed until EOFY but anticipated that target will be met
	The NTC has engaged staff and a supportive culture	An 'overall staff engagement' score that indicates the NTC is above average compared to similar organisations Positive staff feedback from exit interviews and/or other formal feedback mechanisms Target achieved
Year	Performance Measures	Planned Performance Results
Budget Year 2025-26	The NTC develops reform proposals that offer national benefits	All the NTC's reform proposals include clear advice and evidence of the expected benefits of implementing the reform
	The NTC's advice is relevant and valuable to ITMM, to enable them to deliver on their strategic objectives	All the NTC's recommendations are acknowledged by ITMM (even if not adopted) and influence and inform their decision making
	The NTC delivers its ITMM-agreed deliverables on time and within budget, to enable ITMM to deliver on their strategic objectives	100 per cent of ITMM-agreed deliverables are completed on time against the ITMM-agreed work program and within budget
	The NTC delivers a comprehensive program of legislative reviews and amendments as scheduled in the work program to ensure all legislation that the NTC is responsible for is kept contemporary and consistent with its policy intent	No target - Legislative instruments are reviewed each year with amendment packages submitted when a review identifies that a legislative instrument requires changes

<b>Year</b>	<b>Performance Measures</b>	<b>Planned Performance Results</b>
Budget Year 2025-26 cont.	The NTC undertakes regular monitoring and reporting on the implementation of ITMM-agreed land transport reforms to promote an efficient and nationally consistent approach	The <i>National Transport Reform Implementation Monitoring Report</i> is provided annually to ITMM and published on the NTC website
	All NTC reforms and regulatory amendments are proposed with a clear implementation pathway to support those responsible for delivering the reforms to do so in an easy and consistent way that meets the reform intent	100 per cent of NTC reforms and regulatory amendments presented to ITMM have an implementation pathway that includes outputs, timeframes and accountabilities
	The NTC seeks and uses stakeholder feedback constructively to improve organisational performance and stakeholder engagement practices	No target - The NTC provides evidence that the organisation is taking active steps to collect and respond to stakeholder feedback and build constructive relationships
	The NTC has engaged staff and has a supportive culture improving its capability to deliver its program of work	An overall staff engagement and alignment score that indicates the NTC is in the top quartile of results compared to similar organisations
Forward Estimates 2026-29	Evaluations of the impact of the NTC's reforms (once implemented) show clear evidence that the reforms delivered the desired outcomes	No target – All implemented NTC reforms evaluated are shown to have been beneficial
	As per 2025–26	As per 2025–26

## **Section 3: Budgeted financial statements**

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NTC’s finances for the 2025–26 budget year, including the impact of budget measures and resourcing on financial statements.

### **3.1 Budgeted financial statements**

#### **3.1.1 Differences between entity resourcing and financial statements**

The NTC is funded by Commonwealth, states and territories on an annual basis apportioned by an agreed percentage allocation as outlined within the NTC’s IGA.

Under its Act, funding for the NTC is to be applied only in payment or discharge of the costs, expenses and other obligations incurred by the NTC in the performance of its functions and the exercise of its powers.

Each year, the NTC must prepare estimates, in accordance with ITMM directions, of its receipts and expenditure for each financial year and for any other period specified by ITMM. The NTC must submit estimates so prepared to ITMM no later than such a date as ITMM directs. Except with the consent of ITMM, the funding of the NTC must not be spent otherwise than in accordance with the Corporate Plan and work program provided annually. On this basis, the NTC’s forward estimates may change yearly based on directions from ITMM.

#### **3.1.2 Explanatory notes and analysis of budgeted financial statements**

The NTC’s balance sheet is simple in structure and classification. Assets are largely comprised of cash and office plant and equipment, while liabilities are payables (to suppliers) and employee provisions (staff entitlements).

### 3.2 Budgeted financial statements tables

**Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June**

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	11,847	12,400	12,610	10,552	10,851
Suppliers	7,201	5,672	2,980	2,058	2,436
Depreciation and amortisation	606	606	606	535	180
Finance costs	29	19	9	-	-
<b>Total expenses</b>	<b>19,683</b>	<b>18,697</b>	<b>16,205</b>	<b>13,145</b>	<b>13,467</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Interest	400	400	250	250	250
Other <sup>(a)</sup>	12,537	11,874	10,349	8,379	8,588
<b>Total own-source revenue</b>	<b>12,937</b>	<b>12,274</b>	<b>10,599</b>	<b>8,629</b>	<b>8,838</b>
<b>Total own-source income</b>	<b>12,937</b>	<b>12,274</b>	<b>10,599</b>	<b>8,629</b>	<b>8,838</b>
<b>Net cost of/(contribution by) services</b>	<b>(6,746)</b>	<b>(6,423)</b>	<b>(5,606)</b>	<b>(4,516)</b>	<b>(4,629)</b>
Revenue from Government	6,746	6,423	5,606	4,516	4,629
<b>Surplus/(Deficit) attributable to the Australian Government</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income/(loss) attributable to the Australian Government</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Prepared on Australian Accounting Standards basis.

(a) Relates to funding provided by states and territories

**Table 3.2: Budgeted Departmental balance sheet (as at 30 June)**

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	7,596	7,520	7,413	7,300	7,280
Trade and other receivables	210	210	210	210	210
<b>Total financial assets</b>	<b>7,806</b>	<b>7,730</b>	<b>7,623</b>	<b>7,510</b>	<b>7,490</b>
<b>Non-financial assets</b>					
Land and buildings	1,207	781	355	-	-
Property, plant and equipment	490	510	530	550	570
Other non-financial assets	150	150	150	150	150
<b>Total non-financial assets</b>	<b>1,847</b>	<b>1,441</b>	<b>1,035</b>	<b>700</b>	<b>720</b>
<b>Total assets</b>	<b>9,653</b>	<b>9,171</b>	<b>8,658</b>	<b>8,210</b>	<b>8,210</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	883	883	883	883	883
Other payables	24	24	24	24	24
<b>Total payables</b>	<b>907</b>	<b>907</b>	<b>907</b>	<b>907</b>	<b>907</b>
<b>Interest bearing liabilities</b>					
Leases	1,443	961	448	-	-
<b>Total interest bearing liabilities</b>	<b>1,443</b>	<b>961</b>	<b>448</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>					
Employee provisions	1,485	1,485	1,485	1,485	1,485
<b>Total provisions</b>	<b>1,485</b>	<b>1,485</b>	<b>1,485</b>	<b>1,485</b>	<b>1,485</b>
<b>Total liabilities</b>	<b>3,835</b>	<b>3,353</b>	<b>2,840</b>	<b>2,392</b>	<b>2,392</b>
<b>Net assets</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>
<b>EQUITY</b>					
<b>Parent entity interest</b>					
Retained surplus (accumulated deficit)	5,818	5,818	5,818	5,818	5,818
<b>Total parent entity interest</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>
<b>Total Equity</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>	<b>5,818</b>

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement  
(Budget year 2025–26)**

	Retained earnings	Total equity
	\$'000	\$'000
<b>Opening balance as at 1 July 2025</b>		
Balance carried forward from previous period	5,818	5,818
<b><i>Adjusted opening balance</i></b>	<b>5,818</b>	<b>5,818</b>
<b>Estimated closing balance as at 30 June 2026</b>	<b>5,818</b>	<b>5,818</b>
<b>Closing balance attributable to the Australian Government</b>	<b>5,818</b>	<b>5,818</b>

Prepared on Australian Accounting Standards basis.

**Table 3.4: Budgeted Departmental statement of cash flows (for the period ended 30 June)**

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	6,746	6,423	5,606	4,516	4,629
Receipts from Government	12,537	11,874	10,349	8,379	8,588
Interest	400	400	250	250	250
<b>Total cash received</b>	<b>19,683</b>	<b>18,697</b>	<b>16,205</b>	<b>13,145</b>	<b>13,467</b>
<b>Cash used</b>					
Employees	11,847	12,400	12,610	10,552	10,851
Suppliers	7,201	5,672	2,980	2,058	2,436
Interest payments on lease liability	29	19	9	-	-
<b>Total cash used</b>	<b>19,077</b>	<b>18,091</b>	<b>15,599</b>	<b>12,610</b>	<b>13,287</b>
<b>Net cash from/(used by) operating activities</b>	<b>606</b>	<b>606</b>	<b>606</b>	<b>535</b>	<b>180</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash used</b>					
Purchase of property, plant and equipment	200	200	200	200	200
<b>Total cash used</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Net cash from/(used by) investing activities</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash used</b>					
Principal payments on lease liability	453	482	513	448	-
<b>Total cash used</b>	<b>453</b>	<b>482</b>	<b>513</b>	<b>448</b>	<b>-</b>
<b>Net cash from/(used by) financing activities</b>	<b>(453)</b>	<b>(482)</b>	<b>(513)</b>	<b>(448)</b>	<b>-</b>
<b>Net increase/(decrease) in cash held</b>	<b>(47)</b>	<b>(76)</b>	<b>(107)</b>	<b>(113)</b>	<b>(20)</b>
Cash and cash equivalents at the beginning of the reporting period	7,643	7,596	7,520	7,413	7,300
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>7,596</b>	<b>7,520</b>	<b>7,413</b>	<b>7,300</b>	<b>7,280</b>

Prepared on Australian Accounting Standards basis.



**Table 3.5: Departmental capital budget statement (for the period ended 30 June)**

	2024-25 Estimated actual \$'000	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
<b>PURCHASE OF NON-FINANCIAL ASSETS</b>					
Funded Internally from Departmental resources <sup>(a)</sup>	200	200	200	200	200
<b>TOTAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE</b>					
Total purchases	200	200	200	200	200
<b>Total cash used to acquire assets</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

Prepared on Australian Accounting Standards basis.

(a) Includes funding from entity receipts, and proceeds from sale of assets.

**Table 3.6: Statement of Departmental asset movements (Budget year 2025–26)**

	Asset Category		
	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
<b>As at 1 July 2025</b>			
Gross book value	-	2,965	2,965
Gross book value - ROU assets	3,763	-	3,763
Accumulated depreciation/amortisation and impairment	-	(2,475)	(2,475)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,556)	-	(2,556)
<b>Opening net book balance</b>	<b>1,207</b>	<b>490</b>	<b>1,697</b>
<b>Capital asset additions</b>			
<b>Estimated expenditure on new or replacement assets</b>			
By purchase - appropriation equity	-	200	200
<b>Total additions</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>Other movements</b>			
Depreciation/amortisation expense	-	(180)	(180)
Depreciation/amortisation on ROU assets	(426)	-	(426)
<b>Total other movements</b>	<b>(426)</b>	<b>(180)</b>	<b>(606)</b>
<b>As at 30 June 2026</b>			
Gross book value	-	3,165	3,165
Gross book value - ROU assets	3,763	-	3,763
Accumulated depreciation/amortisation and impairment	-	(2,655)	(2,655)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,982)	-	(2,982)
<b>Closing net book balance</b>	<b>781</b>	<b>510</b>	<b>1,291</b>

Prepared on Australian Accounting Standards basis.

