

National Transport Commission

Entity resources and planned performance

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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 2026-27 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 goods 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 being open to taking a more active role as a facilitator 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 entity 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 entity's operations) classification.

For more detailed information on special accounts and special appropriations, please refer to the *Budget Paper No. 4 - Agency Resourcing*.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses for 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 2026-27 as at Budget May 2026

	2025-26 Estimated actual \$'000	2026-27 Estimate \$'000
Opening balance/cash reserves at 1 July	5,974	5,898
Funds from government		
Annual appropriations - ordinary annual services ^(a)		
Outcome 1	6,423	5,666
Total annual appropriations	6,423	5,666
Total funds from government	6,423	5,666
Funds from other sources		
Interest	400	300
Other	11,874	10,460
Total funds from other sources	12,274	10,760
Total net resourcing for NTC	24,671	22,324
Average staffing level (number)	44	44

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) 2026-2027

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, Sport 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 2026-27 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 the NTC can be found at:

<https://www.ntc.gov.au/sites/default/files/assets/files/NTC%20Corporate%20Plan%202025-2029.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-2024-25>

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
Program 1.1: National Transport Commission					
Revenue from government:					
Ordinary annual services					
Appropriation Bill (No. 1)	6,423	5,666	4,564	4,679	4,796
Revenues from other independent sources	12,274	10,760	8,719	8,930	9,147
Total expenses for Program 1.1	18,697	16,426	13,283	13,609	13,943
Outcome 1 Totals by resource type					
Revenue from government					
Ordinary annual services					
Appropriation Bill (No. 1)	6,423	5,666	4,564	4,679	4,796
Revenues from other independent sources	12,274	10,760	8,719	8,930	9,147
Total expenses for Outcome 1	18,697	16,426	13,283	13,609	13,943
	2025-26	2026-27			
Average staffing level (number)	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 (i.e. 2025-26), the context in which these activities are delivered, and how the performance of these activities will be measured. Where relevant, details of the 2026-27 Budget measures that have created new programs or materially changed existing programs are provided.

Outcome 1: Improved transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport		
Program 1.1: National Transport Commission 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		
Key activities^(a)	<ol style="list-style-type: none"> 1. Deliver the ministerially agreed work program to promote national consistency in land transport and improve safety, productivity, and environmental outcomes 2. Support ministers and stakeholders with high-quality expert advice 3. Undertake effective stakeholder engagement to achieve desired outcomes 	
Year	Performance measures	Expected performance results
Current 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 Actual result cannot be assessed until end of financial year (EOFY) but anticipated the target will be achieved
	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 Actual result cannot be assessed until EOFY but anticipated the target will be achieved
	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 Actual result cannot be assessed until EOFY but anticipated the target will be achieved
	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	Legislative instruments are reviewed each year with amendment packages submitted when a review identifies that a legislative instrument requires changes Actual result cannot be assessed until EOFY but anticipated the target will be achieved

Year	Performance measures	Expected performance results
Current 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 National Transport Reform Implementation Monitoring Report is provided annually to ITMM and published on the NTC website On track
	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 Actual result cannot be assessed until EOFY but anticipated the target will be achieved
	The NTC seeks and uses stakeholder feedback constructively to improve organisational performance and stakeholder engagement practices	The NTC provides evidence that the organisation is taking active steps to collect and respond to stakeholder feedback and build constructive relationships Achieved
	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 Intent of performance measure achieved but will not be assessed against the target as a different survey methodology was used in 2025-26
Year	Performance measures	Planned performance results
Budget Year 2026-27	The NTC delivers its ITMM-agreed projects on time and within budget	100% of the NTC's ITMM-agreed projects are completed on time (as per the approved work program) and within budget
	The NTC's reforms deliver value for Australia	There is clear evidence of the anticipated and actual benefits of the NTC's reforms
	The NTC promotes an integrated and nationally consistent land transport system	The NTC's work is demonstrated to contribute to national consistency
	The NTC's advice is relevant and valuable to ITMM	The NTC's advice is respected by ITMM and informs their decision making
	The NTC's engagement practices meets stakeholders' needs	Evidence that the NTC's engagement practices reach stakeholders and enable them to engage effectively with our work
Forward Estimates 2027-30	As per 2026-27	As per 2026-27
Material changes to Program 1.1 resulting from 2026-27 Budget Measures: Nil		

a) Refers to updated key activities that will be reflected in the 2026-27 Corporate Plan.

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NTC's finances for the 2026-27 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 the NTC 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.

The Commonwealth, states and territories approved \$23.5 million additional funding to deliver the National Rail Action Plan over a four-year period from 2023-24 to 2026-27. A timing difference has resulted in a projected operating loss for 2026-27. This has been reviewed and approved by the Department of Finance.

3.1.1 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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
EXPENSES					
Employee benefits	12,400	12,994	10,600	10,901	11,107
Suppliers	5,616	5,262	2,055	2,081	2,209
Depreciation and amortisation	606	750	610	627	627
Finance costs	19	9	-	-	-
Total expenses	18,641	19,015	13,265	13,609	13,943
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Interest	400	300	250	250	250
Other ^(a)	11,874	10,460	8,469	8,680	8,897
Total own-source revenue	12,274	10,760	8,719	8,930	9,147
Total own-source income	12,274	10,760	8,719	8,930	9,147
Net (cost of)/contribution by services	(6,367)	(8,255)	(4,546)	(4,679)	(4,796)
Revenue from government	6,423	5,666	4,564	4,679	4,796
Surplus/(deficit) attributable to the Australian Government	56	(2,589)	18	-	-
Total comprehensive income/(loss) attributable to the Australian Government	56	(2,589)	18	-	-

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)

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	5,954	3,402	3,382	3,809	4,236
Trade and other receivables	259	259	259	259	259
Total financial assets	6,213	3,661	3,641	4,068	4,495
Non-financial assets					
Land and buildings	3,018	2,592	2,162	1,715	1,268
Property, plant and equipment	321	197	217	237	257
Other non-financial assets	1,270	1,270	1,270	1,270	1,270
Total non-financial assets	4,609	4,059	3,649	3,222	2,795
Total assets	10,822	7,720	7,290	7,290	7,290
LIABILITIES					
Payables					
Suppliers	1,010	1,010	1,010	1,010	1,010
Other payables	24	24	24	24	24
Total payables	1,034	1,034	1,034	1,034	1,034
Interest bearing liabilities					
Leases	2,912	2,399	1,951	1,951	1,951
Provisions					
Employee provisions	1,653	1,653	1,653	1,653	1,653
Total provisions	1,653	1,653	1,653	1,653	1,653
Total liabilities	5,599	5,086	4,638	4,638	4,638
Net assets	5,223	2,634	2,652	2,652	2,652
EQUITY					
Parent entity interest					
Retained surplus (accumulated deficit)	5,223	2,634	2,652	2,652	2,652
Total parent entity interest	5,223	2,634	2,652	2,652	2,652
Total equity	5,223	2,634	2,652	2,652	2,652

Prepared on Australian Accounting Standards basis.

Table 3.3: Departmental statement of changes in equity - summary of movement (Budget year 2026-27)

	Retained earnings \$'000	Total equity \$'000
Opening balance as at 1 July 2026		
Balance carried forward from previous period	5,223	5,223
Adjusted opening balance	5,223	5,223
Estimated closing balance as at 30 June 2027	2,634	2,634
Less: non-controlling interests	-	-
Closing balance attributable to the Australian Government	2,634	2,634

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	6,423	5,666	4,564	4,679	4,796
Receipts from government	11,874	10,460	8,469	8,680	8,897
Interest	400	300	250	250	250
Total cash received	18,697	16,426	13,283	13,609	13,943
Cash used					
Employees	12,400	12,994	10,600	10,901	11,107
Suppliers	5,616	5,262	2,055	2,081	2,209
Interest payments on lease liability	19	9	-	-	-
Total cash used	18,035	18,265	12,655	12,982	13,316
Net cash from/(used by) operating activities	662	(1,839)	628	627	627
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment and intangibles	200	200	200	200	200
Total cash used	200	200	200	200	200
Net cash from/(used by) investing activities	(200)	(200)	(200)	(200)	(200)
Cash used					
Principal payments on lease liability	482	513	448	-	-
Total cash used	482	513	448	-	-
Net cash from/(used by) financing activities	(482)	(513)	(448)	-	-
Net increase/(decrease) in cash held	(20)	(2,552)	(20)	427	427
Cash and cash equivalents at the beginning of the reporting period	5,974	5,954	3,402	3,382	3,809
Cash and cash equivalents at the end of the reporting period	5,954	3,402	3,382	3,809	4,236

Prepared on Australian Accounting Standards basis.

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

	2025-26 Estimated actual \$'000	2026-27 Budget \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000	2029-30 Forward estimate \$'000
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from Departmental resources ^(a)	200	200	200	200	200
TOTAL	200	200	200	200	200
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	200	200	200	200	200
Total cash used to acquire assets	200	200	200	200	200

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 2026-27)

	Asset Category		
	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
As at 1 July 2026			
Gross book value	-	3,015	3,015
Gross book value - ROU assets	6,000	-	6,000
Accumulated depreciation/amortisation and impairment	-	(2,694)	(2,694)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,982)	-	(2,982)
Opening net book balance	3,018	321	3,339
Capital asset additions			
Estimated expenditure on new or replacement assets			
By purchase - other	-	200	200
Total additions	-	200	200
Other movements			
Depreciation/amortisation expense		(324)	(324)
Depreciation/amortisation on ROU assets	(426)		(426)
Total other movements	(426)	(324)	(750)
As at 30 June 2027			
Gross book value	-	3,215	3,215
Gross book value - ROU assets	6,000	-	6,000
Accumulated depreciation/amortisation and impairment	-	(3,018)	(3,018)
Accumulated depreciation/amortisation and impairment - ROU assets	(3,408)	-	(3,408)
Closing net book balance	2,592	197	2,789

Prepared on Australian Accounting Standards basis.