

# **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 and economic 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 2024–25 is:

- delivering reform work across three focus areas that are aligned with ITMM's priorities and offer the highest value for Australia:
  - Progressing a safe and equitable transport system that enables the safe movement of goods and people across Australia
  - Advancing a seamless national transport system that is productive, resilient and sustainable now and in the future
  - Helping the transport system deliver better environmental outcomes
- effective engagement, collaboration and partnerships to deliver reform, while taking a more active role as a facilitator and coordinator to support national transport reform.
- developing our policy, economic and evaluation 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 2024–25 as at Budget May 2024**

	2023-24 Estimated actual \$'000	2024-25 Estimate \$'000
<b>Opening balance/cash reserves at 1 July</b>	<b>5,017</b>	<b>4,998</b>
<b>Funds from Government</b>		
Annual appropriations - ordinary annual services <sup>(a)</sup>		
Outcome 1	7,033	6,746
Total annual appropriations	7,033	6,746
<b>Total funds from Government</b>	<b>7,033</b>	<b>6,746</b>
<b>Funds from other sources</b>		
Interest	200	250
Other	13,039	12,537
<b>Total funds from other sources</b>	<b>13,239</b>	<b>12,787</b>
<b>Total net resourcing for NTC</b>	<b>25,289</b>	<b>24,531</b>
	2023-24	2024-25
<b>Average staffing level (number)</b>	46	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) 2024-25.

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 2024–25 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%202023-2027.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-2022-23>

## 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**

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
<b>Program 1.1: National Transport Commission</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	7,033	6,746	6,404	5,584	4,503
Revenues from other independent sources	13,239	12,787	12,090	10,559	8,554
<b>Total expenses for Program 1.1</b>	<b>20,272</b>	<b>19,533</b>	<b>18,494</b>	<b>16,143</b>	<b>13,057</b>
<b>Outcome 1 Totals by resource type</b>					
Revenue from Government					
Ordinary annual services (Appropriation Bill No. 1)	7,033	6,746	6,404	5,584	4,503
Revenues from other independent sources	13,239	12,787	12,090	10,559	8,554
<b>Total expenses for Outcome 1</b>	<b>20,272</b>	<b>19,533</b>	<b>18,494</b>	<b>16,143</b>	<b>13,057</b>
	2023-24	2024-25			
<b>Average staffing level (number)</b>	46	44			

Table has been prepared inclusive of 2023-24 Additional Estimate figures.



**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 2024–25 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 Activities</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 2023-24	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 2023-24 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 has engaged staff and a supportive culture	Target: A staff engagement score of 50 or above for 'overall engagement' measure and positive staff feedback from exit interviews and/or other formal feedback mechanisms Expected performance results: Target partially met
Year	Performance measures	Planned Performance Results
Budget 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
	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
	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
	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
	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>

<b>Year</b>	<b>Performance measures</b>	<b>Planned Performance Results</b>
Budget Year 2024-25 cont.	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
	The NTC receives positive feedback in its stakeholder survey on how the organisation engages	The overall feedback received is positive and constructive
	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
Forward Estimates 2025-28	Evaluations of the impact of the NTC's reforms (once implemented) show clear evidence of value provided	All NTC reforms evaluated are shown to have been beneficial
	The statutory review of the NTC confirms that the organisation delivers on the objectives specified in the IGA	The review recognises the NTC as highly valuable and recommends for it to continue operation
	All others as per 2024-25	As per 2024-25

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

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of NTC’s finances for the 2024–25 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 per centage 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**

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
<b>EXPENSES</b>					
Employee benefits	12,380	11,847	12,277	12,517	10,449
Suppliers	7,248	7,051	5,592	3,011	2,073
Depreciation and amortisation <sup>(a)</sup>	606	606	606	606	535
Finance costs	38	29	19	9	-
<b>Total expenses</b>	<b>20,272</b>	<b>19,533</b>	<b>18,494</b>	<b>16,143</b>	<b>13,057</b>
<b>LESS:</b>					
<b>OWN-SOURCE INCOME</b>					
<b>Own-source revenue</b>					
Interest	200	250	250	250	200
Other <sup>(b)</sup>	13,039	12,537	11,840	10,309	8,354
<b>Total own-source revenue</b>	<b>13,239</b>	<b>12,787</b>	<b>12,090</b>	<b>10,559</b>	<b>8,554</b>
<b>Total own-source income</b>	<b>13,239</b>	<b>12,787</b>	<b>12,090</b>	<b>10,559</b>	<b>8,554</b>
<b>Net cost of/(contribution by) services</b>	<b>(7,033)</b>	<b>(6,746)</b>	<b>(6,404)</b>	<b>(5,584)</b>	<b>(4,503)</b>
Revenue from Government	7,033	6,746	6,404	5,584	4,503
<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.

Table has been prepared inclusive of 2023-24 Additional Estimates figures

- (a) From 2009-10, the Government introduced Collection Development Acquisition Budgets (CDABs) for Designated Collection Institutions, provided as equity appropriations through Appropriation Bill (No. 2). CDABs replaced revenue appropriations previously provided through Appropriation Bill (No. 1) for heritage and cultural depreciation/amortisation expenses of Designated Collection Institutions. For information regarding CDABs, please refer to Table 3.5 Departmental Capital Budget Statement.
- (b) Relates to funding provided by states and territories

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	4,998	4,951	4,875	4,768	4,655
Trade and other receivables	122	122	122	122	122
<b>Total financial assets</b>	<b>5,120</b>	<b>5,073</b>	<b>4,997</b>	<b>4,890</b>	<b>4,777</b>
<b>Non-financial assets</b>					
Land and buildings	1,633	1,207	781	355	-
Property, plant and equipment	539	559	579	599	619
Other non-financial assets	135	135	135	135	135
<b>Total non-financial assets</b>	<b>2,307</b>	<b>1,901</b>	<b>1,495</b>	<b>1,089</b>	<b>754</b>
<b>Total assets</b>	<b>7,427</b>	<b>6,974</b>	<b>6,492</b>	<b>5,979</b>	<b>5,531</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	893	893	893	893	893
Other payables	22	22	22	22	22
<b>Total payables</b>	<b>915</b>	<b>915</b>	<b>915</b>	<b>915</b>	<b>915</b>
<b>Interest bearing liabilities</b>					
Leases	1,896	1,443	961	448	-
<b>Total interest bearing liabilities</b>	<b>1,896</b>	<b>1,443</b>	<b>961</b>	<b>448</b>	<b>-</b>
<b>Provisions</b>					
Employee provisions	1,161	1,161	1,161	1,161	1,161
<b>Total provisions</b>	<b>1,161</b>	<b>1,161</b>	<b>1,161</b>	<b>1,161</b>	<b>1,161</b>
<b>Total liabilities</b>	<b>3,972</b>	<b>3,519</b>	<b>3,037</b>	<b>2,524</b>	<b>2,076</b>
<b>Net assets</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>
<b>EQUITY</b>					
<b>Parent entity interest</b>					
Retained surplus (accumulated deficit)	3,455	3,455	3,455	3,455	3,455
<b>Total parent entity interest</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>
<b>Total Equity</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>	<b>3,455</b>

Prepared on Australian Accounting Standards basis.

**Table 3.3: Departmental statement of changes in equity – summary of movement  
(Budget year 2024–25)**

	Retained earnings	Total equity
	\$'000	\$'000
<b>Opening balance as at 1 July 2024</b>		
Balance carried forward from previous period	3,455	3,455
<b><i>Adjusted opening balance</i></b>	<b>3,455</b>	<b>3,455</b>
<b>Estimated closing balance as at 30 June 2025</b>	<b>3,455</b>	<b>3,455</b>
<b>Closing balance attributable to the Australian Government</b>	<b>3,455</b>	<b>3,455</b>

Prepared on Australian Accounting Standards basis.

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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations	7,033	6,746	6,404	5,584	4,503
Receipts from Government	13,039	12,537	11,840	10,309	8,354
Interest	200	250	250	250	200
<b>Total cash received</b>	<b>20,272</b>	<b>19,533</b>	<b>18,494</b>	<b>16,143</b>	<b>13,057</b>
<b>Cash used</b>					
Employees	12,380	11,847	12,277	12,517	10,449
Suppliers	7,248	7,051	5,592	3,011	2,073
Interest payments on lease liability	38	29	19	9	-
<b>Total cash used</b>	<b>19,666</b>	<b>18,927</b>	<b>17,888</b>	<b>15,537</b>	<b>12,522</b>
<b>Net cash from/(used by) operating activities</b>	<b>606</b>	<b>606</b>	<b>606</b>	<b>606</b>	<b>535</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	425	453	482	513	448
<b>Total cash used</b>	<b>425</b>	<b>453</b>	<b>482</b>	<b>513</b>	<b>448</b>
<b>Net cash from/(used by) financing activities</b>	<b>(425)</b>	<b>(453)</b>	<b>(482)</b>	<b>(513)</b>	<b>(448)</b>
<b>Net increase/(decrease) in cash held</b>	<b>(19)</b>	<b>(47)</b>	<b>(76)</b>	<b>(107)</b>	<b>(113)</b>
Cash and cash equivalents at the beginning of the reporting period	5,017	4,998	4,951	4,875	4,768
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>4,998</b>	<b>4,951</b>	<b>4,875</b>	<b>4,768</b>	<b>4,655</b>

Prepared on Australian Accounting Standards basis.



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

	2023-24 Estimated actual \$'000	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 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 2024–25)**

	Asset Category		
	Buildings	Other property, plant and equipment	Total
	\$'000	\$'000	\$'000
<b>As at 1 July 2024</b>			
Gross book value	-	2,701	2,701
Gross book value - ROU assets	3,763	-	3,763
Accumulated depreciation/amortisation and impairment	-	(2,162)	(2,162)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,130)	-	(2,130)
<b>Opening net book balance</b>	<b>1,633</b>	<b>539</b>	<b>2,172</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 2025</b>			
Gross book value	-	2,901	2,901
Gross book value - ROU assets	3,763	-	3,763
Accumulated depreciation/amortisation and impairment	-	(2,342)	(2,342)
Accumulated depreciation/amortisation and impairment - ROU assets	(2,556)	-	(2,556)
<b>Closing net book balance</b>	<b>1,207</b>	<b>559</b>	<b>1,766</b>

Prepared on Australian Accounting Standards basis.