

NATIONAL
COMPETITION
COUNCIL



Corporate plan 2026–27



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Acknowledgment

The National Competition Council (Council) acknowledges the Traditional Owners and Custodians of Country throughout Australia and recognises their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders past, present and emerging.

Our Vision for reconciliation

The Council is committed to taking meaningful action to advance reconciliation, within our agency and the community. We will work to ensure that our actions, roles and responsibilities build respectful and effective engagement and enhance outcomes for Aboriginal and Torres Strait Islander peoples.

Statement of preparation

The agency's Accountable Authority has prepared this plan for the 2026–27 reporting period for the purposes of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan covers the next four annual reporting periods, from 2026–27 to 2029–30.

Message from the Council President

The 2026–27 financial year marks a new chapter for the Council. Alongside its longstanding responsibilities under the National Access Regime (NAR), the Council now has an expanded role in assessing governments' reform commitments, providing expert advice on the National Competition Principles, undertaking reviews at the direction of the Treasurer and building public understanding of the role of competition as a driver of economic growth and prosperity.

Australia's long-term prosperity depends on a productive, dynamic and competitive economy. Through the revitalised National Competition Policy (NCP), Australian governments have reaffirmed competition reform as a key driver of productivity, economic growth and better outcomes for Australians.

Our vision is for the Council to be an influential independent authority on competition policy and reform. We will work closely with government partners, including Treasury departments and other relevant government agencies, the Australian Competition and Consumer Commission (ACCC) and the Productivity Commission. Our expertise in industry, commerce, economics, law, consumer protection and public administration will guide our advice, assessments and public education.

The Council is also entering a period of renewal. Since March 2026, the Executive Director has led work to strengthen the organisation's capability, governance and operating model. In 2026–27, that work will shift from establishment to delivery, with a focus on specialist staff, robust assessment methods, quality assurance and systems that support timely and transparent advice.

The Council's 2026–27 work program includes the first annual assessments of NCP reform commitments, continued administration of the National Access Regime, demand-driven advice to governments, Treasurer-directed review activity, public education and stakeholder engagement.

A key milestone was the completion of the Council's independent Review of Australia's mutual recognition schemes, undertaken pursuant to section 29B(1)(b) of the *Competition and Consumer Act 2010* (CCA) following a direction from the Treasurer. The review identified practical opportunities to reduce unnecessary occupational licensing barriers, improve labour mobility and support more seamless national labour markets.

The Council's success depends on its people, culture and relationships. We will continue to build a professional, collaborative and high-performing organisation, while engaging constructively with governments, regulators, industry, consumer groups, researchers and the wider community.

This Corporate Plan sets out how the Council will move from establishment to delivery: building capability, applying clear methods and providing advice that supports practical, productivity-enhancing competition reform.

I acknowledge my fellow Councillors, the Executive Director and staff for their commitment and professionalism in building the Council's capability and positioning it for the future.

As the Accountable Authority of the National Competition Council, I present the Council's Corporate Plan 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



Marcus Bezzi
President
National Competition Council

26 August 2026

Council Vision, Purpose, Strategic Objectives and Values

The Council is a Commonwealth statutory agency established by section 29A of the CCA. It was created in 1995 following agreement by the Council of Australian Governments (COAG) to a NCP. NCP places competition at the forefront as a means of promoting productivity and economic growth to enhance the economic welfare of Australians.

The Council's functions are to advise on the regulation of third-party access to services provided by monopoly infrastructure, support the implementation of NCP and undertake reviews pursuant to section 29B(1)(b) of the CCA where directed by the Treasurer. Together, these functions help maintain consistent and complementary competition policies and laws for a more seamless, productive and competitive Australian economy.

The Council operates in accordance with Part IIA of the CCA and the Annual Work Plan determined in accordance with the Intergovernmental Agreement on National Competition Policy (IGA) signed by all States and Territories on 29 November 2024.

How we are rebuilding capacity and confidence

The Council is rebuilding its capacity as it takes on a more visible role in supporting revitalised NCP. In 2026–27, the Council will strengthen its specialist policy, economic, assessment and engagement capability; clarify roles and responsibilities; and embed repeatable methods, quality assurance and recordkeeping to support timely, independent and evidence-based advice.

The Council will also strengthen confidence in its work by improving governance, performance reporting, public information and stakeholder engagement. Clear assessment methods, transparent communication and constructive relationships with governments, regulators, industry and the community will help position the Council as a modern, capable and trusted institution.

Outcome 1: National Competition Policy and third-party access responsibilities

Outcome 1, as specified in the Council's Portfolio Budget Statement 2026–27, brings together the Council's two core responsibilities: supporting the effective implementation and advancement of NCP, and promoting efficient access to nationally significant infrastructure.

Outcome 1: Promote competition and support effective implementation and advancement of National Competition Policy, including through independent research, advice and public education, and promote the efficient operation of, use of, and investment in infrastructure through recommendations and decisions under the National Access Regime in Part IIIA of the Competition and Consumer Act 2010.

Together, these responsibilities enable the Council to promote competition, support productivity-enhancing reform and provide independent advice and reviews on matters that affect national markets and community outcomes. The Council delivers this outcome through complementary streams of work.

Under the first stream, the Council supports implementation and advancement of NCP through functions agreed under the IGA, the associated Federation Funding Agreement

Schedule (FFA Schedule) and the Council Annual Work Plan, including reviews undertaken pursuant to section 29B(1)(b) of the CCA where directed by the Treasurer.

Under the second stream, the Council makes recommendations and decisions under the NAR in Part IIIA of the CCA and the National Gas Access (Western Australia) Law. This work supports the efficient operation, use of, and investment in significant infrastructure where access can promote competition in dependent markets.

National Competition Policy functions

These functions give practical effect to the Council's NCP role under Outcome 1. They are set out in the IGA signed by the Commonwealth, States and Territories on 29 November 2024, and the Council Annual Work Plan approved by the National Competition Policy Oversight Committee (Oversight Committee) on 1 April 2025.

Through this stream, the Council performs related roles including:

- (a) assessing progress under the relevant FFA Schedule
- (b) providing expert information and advice on the application of the National Competition Principles, including through periodic thematic reviews
- (c) undertaking reviews pursuant to section 29B(1)(b) of the CCA where directed by the Treasurer, including the Review of Australia's mutual recognition schemes
- (d) educating the public on the value of competition and competition policy reform

The Council may also provide demand-driven advice on Jurisdiction-Specific Reform Plans (JSRPs) where requested by the Australian Government, including advice to assist the Commonwealth in assessing a jurisdiction's draft JSRP.

The Council may provide binding ex ante advice on reform implementation where requested by States and Territories that are parties to the FFA Schedule. This advice may address whether, and to what extent, a proposed implementation approach is likely to meet the commitments in the FFA Schedule.

National Access Regime

The NAR in Part IIIA of the CCA provides a framework for access to services provided by nationally significant infrastructure where access would promote competition in dependent markets. The regime is intended to encourage the efficient operation, use of, and investment in infrastructure by providing for access on appropriate terms while preserving incentives for investment.

The Council's role is to assess applications and make recommendations to designated ministers on whether services should be declared and whether State or Territory access regimes should be certified. In doing so, the Council applies the statutory criteria in Part IIIA and provides independent advice that supports transparent and timely decision-making.

The Council also performs related functions under the National Gas Access (Western Australia) Law. These include making recommendations on coverage of natural gas pipeline systems in Western Australia, deciding the form of regulation, classifying pipelines and making recommendations on exemptions for greenfields gas pipelines.

2026–27 at a Glance

Key messages for stakeholders

The Council will support practical reforms that lift productivity, strengthen national markets and benefit the community.

- Stakeholders can expect clear assessment processes, accessible guidance and more visible public education.
- The Council is strengthening its capability and engagement approach to make its work timely, transparent and useful.

Priorities

Deliver the first NCP annual assessment cycle, including advice to the Treasurer by 31 October 2026.

Progress the Review of Australia's mutual recognition schemes, undertaken pursuant to section 29B(1)(b) of the CCA following a direction from the Treasurer.

- Continue timely access regime recommendations and WA NGL decisions.
- Respond to requests for binding advice, expert advice and other NCP-related advice.
- Establish a clearer approach to public education, guidance and stakeholder engagement.

Performance snapshot

Annual assessment reports and drafts delivered on time.

- Access regime recommendations and WA NGL decisions completed within statutory timeframes.
- Demand-driven advice responded to in line with relevant requirements.
- Guidance and public information kept accessible, current and useful.

How to engage with the Council

Governments will engage through annual assessments, information requests, draft report feedback and advice processes.

- Industry, consumer groups, researchers and the community may engage through consultations, public education activities and the Council website.
- Stakeholders are encouraged to contact the Council early where they have information relevant to assessments, reviews or guidance.

2026–27 Priorities and Deliverables

The Council's 2026–27 priorities focus on delivery of its expanded functions under the IGA and FFA Schedule, while maintaining its established statutory responsibilities and undertaking Treasurer-directed reviews pursuant to section 29B(1)(b) of the CCA. They translate the revitalised NCP framework into practical assessment, advice, review and engagement activities.

A central priority will be delivery of the first annual assessment cycle under the FFA Schedule. States and Territories are required to report on their delivery of agreed Objectives and Performance Requirements under their Bilateral Schedules. The Council will assess the extent to which each Party has evidenced delivery, seek further information where required, provide Parties with an opportunity to comment on draft assessment reports, and provide independent advice to the Commonwealth Treasurer on payment eligibility. The first annual assessment report is due to the Treasurer by 31 October 2026, with annual reports to be prepared each year while the FFA Schedule remains in effect.

The Council will also progress nationally significant review activity, including the Review of Australia's mutual recognition schemes. This review has been triggered by a direction from the Treasurer pursuant to section 29B(1)(b) of the CCA and supports the broader objectives of the IGA by identifying practical opportunities to reduce unnecessary occupational licensing barriers, improve labour mobility and support more seamless national markets.

Alongside its NCP responsibilities, the Council will continue to discharge its established statutory functions under the National Access Regime and WA NGL. This includes providing timely, high-quality recommendations and decisions on access, certification, coverage, regulation and related matters that support the efficient operation, use of, and investment in significant infrastructure.

The Council will respond to demand-driven requests under the NCP framework, including requests for binding ex ante advice from States and Territories on whether proposed implementation approaches are likely to meet relevant FFA Schedule commitments, and requests for expert advice or information on the application of the National Competition Principles. Where requested by the Australian Government, the Council may also provide advice on draft JSRPs or other reports and advice required under the IGA or FFA Schedule.

The Council will strengthen public-facing guidance, website content and engagement activities so stakeholders can understand the NCP framework, the Council's methods and opportunities to contribute. This work will support public understanding of the value of competition reform, improve transparency around the Council's role and assessment approach, and help build confidence, accountability and momentum for practical reform outcomes.

The Council will also support practical implementation of the National Competition Principles. This includes contributing to clearer guidance on how the Principles apply in practice, engaging with Parties on reform implementation issues, and preparing for future thematic reviews of one or more Principles where this would support consistent, complementary and productivity-enhancing competition policy across jurisdictions.

Delivery will be supported by approved frameworks, repeatable assessment methods, clear evidence expectations and performance measures that track timeliness, quality, usefulness and completion of key outputs.

These deliverables will be supported by an internal annual work plan that identifies key milestones, sequencing, responsibilities and reporting points for the annual assessment cycle, public education, stakeholder engagement, guidance and review activity.

Operating Context

Environment

Key factors that will influence the way the Council operates over the next four years are set out below.

National Competition Policy

Australian governments have renewed their commitment to NCP as a practical reform agenda to lift productivity and strengthen national markets. The Council supports this agenda through assessment, advice, public education and guidance, informed by early engagement and evidence sharing with stakeholders.

Competition reform supports stronger productivity, wages, choice and service quality. The Commonwealth, States and Territories are working together to revitalise NCP as part of the national productivity agenda.

On 29 November 2024, the Commonwealth Treasurer and all State and Territory Treasurers agreed to sign the IGA and the associated FFA Schedule. All Treasurers committed to working together to revitalise NCP and drive the national productivity agenda. This agreement will deliver a 10-year reform of NCP underpinned by \$900 million in Commonwealth investment in a new National Productivity Fund. States and Territories will, in return for delivering agreed competition reforms, have access to payments from the National Productivity Fund.

The Council's role over the 10-year reform period, which commenced in 2025 and will run until 2035, centres on assessing the progress of competition reform proposals committed to by States and Territories, identifying the maximum payments that may be made to States and Territories and making recommendations to the Treasurer on the portion of the maximum payment that States and Territories could receive. The Council may also undertake reviews pursuant to section 29B(1)(b) of the CCA where directed by the Treasurer, including the Review of Australia's mutual recognition schemes. Before the first Annual Assessment Reports on State and Territory reform progress are due in October 2026, the Council will ensure the frameworks, procedures and processes are in place to support the successful delivery of the NCP.

National Access Regime

The Council's operating environment will also continue to be shaped by its established responsibilities under the National Access Regime in Part IIIA of the CCA and related functions under the WA NGL. These responsibilities are demand driven and depend on whether applications are made for declaration, certification, coverage, regulation, classification or exemptions.

While application volumes can vary, the Council must be ready to provide timely, independent and high-quality recommendations and decisions within statutory timeframes. In

2026–27, this will require careful work planning so access regime matters can be managed alongside the first NCP annual assessment cycle, demand-driven NCP advice, Treasurer-directed reviews and other review activity.

Capabilities

Governance

The President and Councillors are the governing body and Accountable Authority. They oversee the Council's statutory and NCP functions, approve major recommendations, decisions, reports and public advice, and set the organisation's strategic direction. The Council sits within the Treasury portfolio and reports to the Commonwealth Treasurer.

The Council consists of a President and up to four other part-time Councillors appointed by the Governor-General for their expertise or experience in industry, commerce, economics, law, consumer protection or public administration. Appointments are made on the recommendation of the Commonwealth Government, supported by a majority of States and Territories.

Councillors bring independent judgement and specialist expertise to the Council's work. Their role is to consider evidence, test analysis, provide strategic oversight and ensure the Council's advice is independent, transparent, procedurally fair and consistent with its statutory and intergovernmental responsibilities.

The Council comprises:

- Marcus Bezzi – President
- Sally McMahon
- The Hon Dr Craig Emerson
- Catherine Dermody

The Executive Director is responsible for the day-to-day operation of the Council and acts as the principal link between Council staff, the President and Councillors. This includes managing staff and resources, directing corporate and professional services, implementing Council decisions and overseeing delivery of the annual work program under approved policies, delegations and procedures. Regular reporting to Council covers delivery, risk, resources, stakeholder engagement and performance against this Corporate Plan.

The Council meets at least four times each year and schedules additional meetings as required to consider applications, assessments, advice, reviews or other time-sensitive matters. Meetings may be held in person, by videoconference or by telephone, and the Council may also make decisions by circular resolution in accordance with its established protocols.

Internal governance arrangements support accountability, consistency and sound decision-making. These include an Audit and Risk Committee, policies and procedures, conflict of interest and disclosure arrangements, risk management, quality assurance, recordkeeping and protocols for key statutory and NCP functions.

These arrangements support independent and transparent decision-making under the PGPA Act, the CCA, the IGA, the FFA Schedule and the annual work plan.

Corporate and professional services

The Council receives corporate and professional services through a memorandum of understanding with the ACCC. Under this arrangement, the ACCC provides staff and related resources to support the Council's statutory and NCP functions, including secretariat, corporate, legal, economic, communications, administrative, technological and cyber security support.

Services are provided in accordance with Council policies, procedures and agreed protocols, and under Council direction. The arrangement preserves the Council's independence, while giving it access to the professional and corporate capability needed to meet statutory deadlines and deliver its work program.

Resources

Four-year budget estimates for the Council are published annually in The Treasury's Portfolio Budget Statements. The following table sets out the Council's funding for 2026–27 and forward years of the budget estimates. The table does not include resourcing for the NCP functions agreed on 1 April 2025 by the Oversight Committee, which is a decision for Government.

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 Competition Council					
Departmental expenses					
Departmental appropriation	1,684	3,254	3,409	3,456	3,467
Expenses not requiring appropriation in the Budget year (a)	34	34	34	34	34
Departmental total	1,718	3,288	3,443	3,490	3,501
Total expenses for program 1.1	1,718	3,288	3,443	3,490	3,501
Total expenses for Outcome 1	1,718	3,288	3,443	3,490	3,501

	2025–26	2026–27
Average staffing level (number)	1	9

(a) Expenses not requiring appropriation in the Budget year represent audit services received free of charge from the Australian National Audit Office (ANAO).

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Source: Portfolio Budget Statements 2026–27

Co-operation and collaboration

Effective implementation of NCP depends on cooperation between governments and key agencies, including Treasury, the Productivity Commission, the ACCC and the Council. The Council will support this through constructive relationships, appropriate information sharing and early engagement on matters relevant to its assessment, advisory and public education roles.

The IGA brings together the Commonwealth, States and Territories to maintain consistent and complementary competition policies and laws for a more seamless and competitive Australian economy.

Collaboration is supported through COAG, the Oversight Committee and a Senior Officials Group of Treasury officials from each State and Territory, which provide oversight, coordination and operational advice on NCP implementation.

Risk oversight and management

Risk management at the Council is about enabling good decision-making and supporting robust, high-quality and timely recommendations. Our risk management policy and framework support the Council to meet its obligations under section 16 of the PGPA Act, in line with the Commonwealth Risk Management Policy.

Risk appetite and tolerance

The Council strives to achieve the right balance between engaging with risk to effectively deliver our recommendations in relation to access applications and the NCP, while upholding accountability requirements and protecting our status as trusted expert advisers.

The Council has a conservative approach to risk in accordance with the risk appetite and tolerances articulated in the Council's Risk Management Plan. Risks assessed as having a higher likelihood or consequence are managed through the Executive Director and, where appropriate, the President and Council. The Council approves the Risk Management Plan annually following consideration by the Audit and Risk Committee.

Enterprise risks

The Council has identified key enterprise risks that may impact our ability to deliver our purpose and priorities, and the responsibilities we must discharge.

Key Enterprise Risk	How risk is managed
Delivery and competing priorities NCP assessments, reviews, advice or access regime applications are not delivered on time or to the required quality, particularly where NAR or WA NGL matters, Treasurer-directed reviews, or other government-directed review activity arise during assessment periods.	- Integrated work planning across NCP, NAR and WA NGL functions, with active tracking of statutory and FFA deadlines. - Approved frameworks, procedures and quality assurance for assessments, reviews and advice. - Prioritisation, escalation and temporary specialist support where concurrent demands exceed capacity.
Stakeholder engagement and confidence Governments, agencies or stakeholders do not understand or engage effectively with the Council's NCP role, reducing confidence in its methods and outputs.	- Structured engagement with governments, agencies and stakeholders through assessment, review and advice processes. - Clear public guidance on the Council's role, methods, evidence expectations and opportunities to contribute. - Monitoring of stakeholder feedback and relationship risks.
Capability, continuity and transition The Council is unable to build, retain or access the capability needed to deliver its expanded functions during the transition year.	- Targeted recruitment, onboarding, cross-skilling and knowledge transfer. - Documented procedures, handovers and centralised records for critical functions. - Regular review of work program priorities, resourcing and use of external expertise.
Independence and probity Actual or perceived conflicts, close working relationships or unclear processes affect confidence in the Council's independence.	- Clear separation between engagement, evidence gathering and Council decision-making. - Conflict of interest, disclosure and probity processes for Councillors, staff and advisers. - Council approval of major assessments, recommendations, advice and public reports.
Governance, policies and information management Policies, delegations, procedures, records or information controls do not keep pace with expanded functions.	- Annual review of key policies, procedures, delegations, risk controls and Council protocols. - Documented approval pathways, version control and recordkeeping for major outputs. - Access controls, privacy and cyber security awareness for sensitive material.

Shared-service dependency

Corporate and professional services provided through the ACCC do not meet the Council's timing, quality, capability or independence needs.

- Clear MOU expectations, service protocols and escalation pathways with the ACCC.
 - Regular review of service quality, resourcing and support for statutory deadlines.
 - Documented independence safeguards for work undertaken for the Council.
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Subsidiaries

The Council does not have any subsidiaries.

Council strategic objectives, key activities and performance

The Council delivers Outcome 1 through two strategic objectives. Together, these objectives reflect the Council's established access regime responsibilities and its expanded NCP functions.

Strategic Objective 1 – Promote competition and efficient infrastructure outcomes through the National Access Regime and WA NGL

The Council supports the efficient operation, use of, and investment in nationally significant infrastructure by making timely, independent recommendations and decisions under Part IIIA of the CCA and the WA NGL. Key activities are:

Assess declaration, certification, coverage, form of regulation, pipeline classification and greenfields exemption matters under Part IIIA of the CCA and the WA NGL, and make recommendations or decisions as required.

1.1 Report to Parliament on the operation of the NAR under section 29O of the CCA.

1.2 Maintain accessible public information and guidance on access regime matters.

Strategic Objective 1 performance measures

The Council will measure performance through a mix of timeliness, quality, completion and accessibility measures. These measures reflect statutory obligations under the NAR, with quality assurance and public information measures helping demonstrate confidence, transparency and usefulness over time. The measure type is identified for each performance measure to clarify whether it primarily assesses delivery of outputs, efficiency of delivery or effectiveness in achieving intended results.

Performance measure	2026–27 target	2027–30 target
1a. Timely recommendations and decisions	100%	100%
Measure type: <i>Efficiency</i>		
Percentage of National Access Regime recommendations and WA NGL recommendations or decisions completed within applicable statutory timeframes and meeting relevant advice requirements.		
Rationale: <i>Timely recommendations and decisions are central to the Council's statutory access regime role. This measure demonstrates whether the Council is meeting required timeframes while providing advice that supports</i>		

transparent, reliable and procedurally sound decision-making on access matters.

Method: Manual count and cross-check of completed matters against statutory timeframes, Council records and advice requirements.

Data source: Internal records and Council minutes.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Consolidates and clarifies the previous Part IIIA declaration and certification timeliness measure and WA NGL access-related activity. The description has been updated to reflect the combined key activity and to clarify that applicable statutory timeframes apply to both recommendations and decisions.

Addresses key activity: 1.1.

1b. Annual access regime reporting

Completed

Completed annually

Measure type: Output

Annual report includes reporting on the operation of the NAR in accordance with section 290 of the CCA and is provided within PGPA Act timeframes.

Rationale: Annual reporting on the operation of the NAR supports parliamentary accountability and public transparency. This measure demonstrates that the Council reports on its access regime responsibilities as required and within broader public sector reporting timeframes.

Method: Confirmation that section 290 reporting is included in the Annual Report and approved through Council processes.

Data source: Annual Report, Council minutes and internal records.

Changes since 2025–26 Corporate Plan and 2026–27

PBS: Substantially retained from the 2025–26 Corporate Plan. Wording, target presentation and rationale have been updated for clarity, while the measure continues to assess inclusion of section 290 reporting in the Annual Report within PGPA Act timeframes.

Addresses key activity: 1.2.

1c. Accessible access regime information

Reviewed and updated as required

Reviewed and updated annually or as required

Measure type: Output

Access regime information, guidance and relevant updates are maintained on the Council website in accessible and current formats.

Rationale: Accessible and current public information helps stakeholders understand the access regime, the Council's role and how relevant processes operate. This

measure supports transparency, engagement and confidence in the Council's administration of access regime matters.

Method: Review of website content, guidance material and updates to reflect relevant case law, legislative, process or policy developments, with records kept of reviews and updates made.

Data source: Council website and internal records.

Changes since 2025–26 Corporate Plan and 2026–27

PBS: Carried forward in simplified form. The previous three-part measure on website accessibility, guidance and updates has been reframed as a clearer measure focused on maintaining accessible, current access regime information and guidance.

Addresses key activity: 1.3.

Strategic Objective 2 – Support effective implementation and advancement of National Competition Policy

The Council supports governments to implement agreed NCP reforms through independent annual assessments, expert advice, Treasurer-directed reviews, public education and practical guidance that improve consistency, confidence and reform delivery across jurisdictions. Key activities are:

- 2.1 Assess State and Territory progress under the FFA Schedule and provide annual assessment advice to the Commonwealth Treasurer.
- 2.2 Provide binding ex ante advice on proposed reform implementation approaches where requested by States or Territories.
- 2.3 Provide expert advice and information on the application of the National Competition Principles.
- 2.4 Undertake and publish thematic reviews of one or more National Competition Principles and reviews directed by the Treasurer pursuant to section 29B(1)(b) of the CCA.
- 2.5 Deliver public education and guidance on competition and competition policy reform.
- 2.6 Provide reports or advice requested by the Commonwealth under the IGA or FFA Schedule.

Strategic Objective 2 performance measures

Performance measure	2026–27 target	2027–30 target
2a. Annual assessment framework applied Measure type: Output Annual assessment frameworks, procedures and evidence requirements are maintained, applied and reviewed to support the annual assessment cycle. Rationale: A clear and repeatable assessment framework supports consistent, evidence-based and procedurally fair annual assessments. This measure demonstrates that the Council has the methods, evidence expectations and review processes needed to support reliable advice on NCP reform progress. Method: Review of approved frameworks, procedures, evidence requirements and post-cycle lessons learned. Data source: Internal records, Council minutes and assessment documentation. Changes since 2025–26 Corporate Plan and 2026–27 PBS: Replaces the 2025–26 establishment measure for frameworks, processes and procedures. The measure has shifted from establishing the annual assessment framework by 31 March 2026 to applying and reviewing the framework through the annual assessment cycle. Addresses key activity: 2.1.	Applied for the 2026 annual assessment cycle and reviewed after completion	Applied and reviewed annually
2b. Annual assessment reports delivered Measure type: Efficiency Annual assessment reports and draft reports to States and Territories are delivered on time and in accordance with IGA and FFA Schedule requirements. Rationale: Timely annual assessment reports are central to the Council's role under the IGA and FFA Schedule. This measure demonstrates whether the Council is meeting required milestones while providing governments with clear, independent advice to support payment and reform delivery decisions. Method: Check delivery dates for draft reports, final reports and advice to the Treasurer;	100%	100%

confirmation of Council approval and quality assurance.

Data source: Internal records, Council minutes and delivery records.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Continues the future-year annual assessment reporting measure included in the 2025–26 Corporate Plan. The measure now applies from 2026–27, when the first annual assessment reports and draft reports are due under the IGA and FFA Schedule.

Addresses key activity: 2.1.

2c. Binding ex ante advice provided when requested

Measure type: Output

Where requested by a State or Territory, binding ex ante advice is provided in accordance with FFA Schedule requirements and Council-approved processes.

Rationale: Binding ex ante advice helps States and Territories test proposed implementation approaches before reforms are finalised. This measure demonstrates whether the Council responds to eligible requests in a way that supports certainty, consistency and effective delivery of agreed reform commitments.

Method: Manual count of eligible requests and responses, including publication or reasons for not providing advice where relevant.

Data source: Internal records, Council minutes and published advice.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Carried forward with clearer wording and an eligibility/request-response framing. The measure continues to cover binding ex ante advice requested by States or Territories under the FFA Schedule.

Addresses key activity: 2.2.

100% of eligible requests responded to

100% of eligible requests responded to

2d. Expert advice provided when requested

Measure type: Output

Where requested, expert advice or information on the National Competition Principles is provided in accordance with relevant requirements and Council-approved processes.

100% of eligible requests responded to

100% of eligible requests responded to

Rationale: Expert advice on the National Competition Principles supports consistent understanding and application of competition policy across jurisdictions. This measure demonstrates whether the Council is providing timely and useful advice when requested to support sound reform design and implementation.

Method: Manual count of eligible requests and advice or information provided.

Data source: Internal records and Council minutes.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Carried forward with clearer wording and an eligibility/request-response framing. The measure continues to cover expert advice or information on the application of the National Competition Principles where requested.

Addresses key activity: 2.3.

2e. Reviews progressed

Measure type: Output

Thematic reviews of one or more National Competition Principles, and reviews directed by the Treasurer pursuant to section 29B(1)(b) of the CCA, are progressed or published in accordance with the annual work plan or relevant terms of reference.

Rationale: Thematic and Treasurer-directed reviews help identify practical opportunities to advance competition reform and address nationally significant policy issues. This measure demonstrates whether the Council is progressing review activity in line with agreed priorities, terms of reference and public reporting expectations.

Method: Review of annual work plan commitments, Treasurer directions, project records, terms of reference and publication status.

Data source: Annual work plan, Treasurer directions, internal records, Council minutes and published reviews.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Expands the previous thematic review measure. The measure now covers both thematic reviews of one or more National Competition Principles and reviews directed by

Progressed in accordance with the annual work plan

Progressed or published in accordance with annual work plans

the Treasurer pursuant to section 29B(1)(b) of the CCA.

Addresses key activity: 2.4.

2f. Public education and engagement delivered

Measure type: Output

Public education, guidance and stakeholder engagement activities are delivered in accordance with the annual work plan, Council-approved protocols and relevant recordkeeping requirements.

Rationale: Public education, guidance and engagement help stakeholders understand the value of competition reform, the Council's role, assessment methods and opportunities to contribute. This measure demonstrates whether the Council is using planned communication and engagement activities to build awareness, transparency, accountability and confidence in practical reform delivery.

Method: Review annual record of public education, guidance and engagement activities to confirm that relevant approval, publication, consultation, briefing and recordkeeping protocols were followed, and that usefulness or reach was considered where appropriate.

Data source: Internal records, Council minutes and publication records.

Changes since 2025–26 Corporate Plan and 2026–27 PBS: Consolidates the previous protocol/baseline measure and ongoing public education measure into one measure. The measure now focuses on delivery, recording and annual review of public education, guidance and stakeholder engagement activities under Council-approved protocols.

Addresses key activity: 2.5.

All public education, guidance and engagement activities are approved, delivered and recorded in accordance with the annual work plan, relevant Council-approved protocols and recordkeeping requirements.

All public education, guidance and engagement activities are approved, delivered, recorded and reviewed annually in accordance with the annual work plan, relevant Council-approved protocols and recordkeeping requirements, with improvements identified where appropriate.

2g. Commonwealth-requested advice provided

Measure type: Output

Where requested by the Commonwealth, reports or advice under the IGA or FFA Schedule are provided in accordance with relevant requirements and Council-approved processes.

Rationale: Commonwealth-requested reports and advice support implementation of the IGA and FFA Schedule and help inform decisions on NCP reform delivery. This measure demonstrates

100% of eligible requests responded to

100% of eligible requests responded to

whether the Council responds to eligible requests through appropriate Council-approved processes.

Method: *Manual count of eligible Commonwealth requests and reports or advice provided.*

Data source: *Internal records and Council minutes.*

Changes since 2025–26 Corporate Plan and 2026–27 PBS: *Carried forward with clearer wording and an eligibility/request-response framing. The measure continues to cover reports or advice requested by the Commonwealth under the IGA or FFA Schedule.*

Addresses key activity: 2.6.

Performance measurement

During 2026–27, the Council’s performance against each target will be assessed by comparing the result achieved with the benchmark, requirement or milestone set for that target. Performance will be reported as *met*, *substantially met*, *partially met* or *not met*.

A target will generally be assessed as *met* where the benchmark, requirement or milestone has been achieved in full, including any relevant statutory, intergovernmental or Council-approved process requirements.

A target may be assessed as *substantially met* where most elements of the target have been achieved, any shortfall is not material to the purpose of the measure, and the Council has taken reasonable steps to manage delivery risks or address the variance.

A target may be assessed as *partially met* where some elements of the target have been achieved, but the shortfall is material enough that the target cannot reasonably be assessed as *substantially met*.

A target will generally be assessed as *not met* where the benchmark, requirement or milestone has not been achieved and the shortfall is material, including where a statutory timeframe, IGA or FFA Schedule requirement, or Council-approved process requirement has not been met.

For targets expressed as percentages, a result of 100 per cent will generally be assessed as *met*, a result of 75 per cent or more but less than 100 per cent will generally be assessed as *substantially met*, a result of 50 per cent or more but less than 75 per cent will generally be assessed as *partially met*, and a result below 50 per cent will generally be assessed as *not met*.

For qualitative, completion-based or demand-driven targets, the Council will assess performance by considering whether the relevant output was delivered, whether required processes and approvals were followed, whether applicable timeframes or requirements were met, and whether any variance from the target was material.

In forming these assessments, the Council may consider context such as the number and complexity of matters received, statutory or intergovernmental requirements, dependencies on external parties, resourcing constraints and whether the Council took reasonable steps to manage delivery risks.

Appendix A: PGPA requirements

This Corporate Plan has been prepared for paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014*. The table below summarises how the plan addresses the relevant requirements.

Topic	Requirement	Where addressed in this Corporate Plan	Status
Introduction and reporting periods	Subsection 16E(2): statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act and specifies the reporting periods covered.	Statement of preparation; Message from the Council President.	Y
Purpose	Subsection 16E(2): the purposes of the entity.	Council Vision, Purpose, Strategic Objectives and Values; Outcome 1.	Y
Key activities	Subsection 16E(2): the key activities the entity will undertake to achieve its purposes.	2026–27 Priorities and Deliverables; Council strategic objectives, key activities and performance.	Y
Operating context: environment	Subsection 16E(2): the environment in which the entity will operate.	Operating Context – Environment.	Y
Operating context: capability	Subsection 16E(2): the strategies and plans the entity will implement to have the capability needed to undertake its key activities and achieve its purposes.	Operating Context – Capabilities, including governance, corporate and professional services, and resources.	Y
Operating context: risk oversight and management	Subsection 16E(2): a summary of the entity's risk oversight and management systems, key risks and how those risks will be managed.	Risk oversight and management; Risk appetite and tolerance; Enterprise risks.	Y
Operating context: cooperation	Subsection 16E(2): details of organisations or bodies that will make a significant contribution to achieving the entity's purposes through cooperation with the entity, including how that cooperation	Co-operation and collaboration; Corporate and professional services.	Y

	will help achieve those purposes.		
Operating context: subsidiaries	Subsection 16E(2): how any subsidiary will contribute to achieving the entity's purposes, if applicable.	Subsidiaries — the Council does not have any subsidiaries.	Y
Performance	Subsection 16E(2) and section 16EA: details of how performance in achieving purposes will be measured and assessed, including specified performance measures and targets where reasonably practicable.	Council strategic objectives, key activities and performance; Strategic Objective 1 performance measures; Strategic Objective 2 performance measures; Performance measurement.	Y
Portfolio Budget Statement alignment	Finance guidance: reference to the entity's Portfolio Budget Statement outcomes and programs.	Outcome 1; Resources; Budgeted expenses for Outcome 1.	Y
Regulator performance and expectations	Finance guidance: describe how the entity supports regulatory performance expectations, where relevant.	National Access Regime; performance measures relating to timeliness, public information, engagement and advice processes.	Y



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