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CORPORATE PLAN



onrsr



SAFE RAILWAYS FOR AUSTRALIA

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CHIEF EXECUTIVE'S MESSAGE



THE DYNAMIC ENVIRONMENTAL, SOCIAL AND TECHNOLOGICAL CHANGES IN OUR MIDST ARE AS INVIGORATING AS THEY ARE CHALLENGING, AND THEY ASK US TO CONSTANTLY REASSESS OUR APPROACH TO ENSURE SUCCESS.

The *ONRSR Corporate Plan 2025-2026* represents an agile strategy that challenges us to work smarter in the pursuit of our Strategic Directions 2024-2027. Building on the first year's achievements in making our organisation more efficient, effective and transparent, this plan puts a renewed focus on ensuring our resources are directed to the right safety risks and on enriching our risk-based regulatory approach. In doing so we will optimise our efforts to provide rail transport operators and the broader industry with insights to improve safety management, backed by accurate information and data.

Through more specific, outcomes-focused deliverables, this ambitious agenda underlines our ongoing commitment to stakeholder engagement and education as vehicles for working with industry to drive rail safety improvement. Similarly, it reinforces our intent to place a critical safety lens over how the rail sector addresses the realities of climate change and sustainability on one hand, while looking to improve productivity and efficiency on the other.

ONRSR's roles and responsibilities have been challenged in the last 12 months by the RSNL Review and the National Rail Action Plan both of which promote new roles for ONRSR in productivity and interoperability. The Review also called for ONRSR to be more transparent and accountable in its administration of the RSNL. This scrutiny, combined with a willingness to embrace new ways of working have given us the impetus to renew our foundations to enhance our ability to address safety issues and influence safety performance.

It is through such clarity of purpose and planning that we are confident we will continue to play our unique role in delivering safe railways for Australia.

Dr Natalie E Pelham
Chief Executive and National Rail Safety Regulator

July 2025

OUR ORGANISATION

OUR PURPOSE

TO ENHANCE RAIL SAFETY FOR THE AUSTRALIAN COMMUNITY THROUGH TARGETED, RISK-BASED REGULATION AND BY PROACTIVELY SHARING INSIGHTS AND INFORMATION ARISING FROM OUR WORK.

OUR VISION

SAFE RAILWAYS FOR AUSTRALIA.

OUR VALUES

OUR VALUES GUIDE AND INFORM THE INTERNAL CULTURE AND EXTERNAL BUSINESS CONDUCT OF ONRSR.

INTEGRITY

RESPECT

INDEPENDENCE

DILIGENCE

EXCELLENCE



GOVERNANCE STRUCTURE



Dr Natalie Pelham - Chief Executive

THE NATIONAL RAIL SAFETY REGULATOR AND CHIEF EXECUTIVE OF ONRSR IS DR NATALIE PELHAM.

The Chief Executive is supported by two Non-Executive Members – Trish White AM and Julie-Anne Schafer.

The National Rail Safety Regulator and the two Non-Executive Members make up "The ONRSR" under Section 16 of the Rail Safety National Law (RSNL). These appointments are made by the South Australian Transport Minister on the unanimous recommendation of the responsible ministers.



Julie-Anne Schafer - Non-executive member



Trish White AM - Non-executive member

EXECUTIVE MANAGEMENT TEAM

The Executive, consisting of the Chief Operating Officer, and the Executive Director – Corporate Services, supports the Regulator and non-executive members to ensure ONRSR operates efficiently and effectively, and that its Corporate Plan is implemented. They work collaboratively and with our stakeholders to improve rail safety across Australia.



Dr Natalie Pelham
Chief Executive

Peter Doggett
Chief Operating
Officer

Sasha Viergever
Executive Director,
Corporate Services

OUR TEAMS



NATIONAL OPERATIONS

Administers an accreditation regime and delivers ONRSR's annual National Work Program through a schedule of audits, inspections and site visits and associated regulatory activities. Conducts investigations and provides advice and information to rail transport operators to support compliance with the RSNL.

Provides specialist technical advice for regulatory activities (including investigations), training for rail safety officers and technical advice through publications to support compliance with the RSNL by rail transport operators across the country. Oversees ONRSR's engagement with all major rail projects across Australia and maintains a watch and act brief on emerging rail related technologies and innovations.

CORPORATE SERVICES

Delivers services and expertise that help our people stay focused on their role. Encompassing Finance, People & Capability, Information Management, and Business Technology Services, this team ensures ONRSR has the right people, with the right skills and experiences, with the right technology and tools.

OFFICE OF THE CHIEF EXECUTIVE

SAFETY STRATEGY

Guides our risk-based regulatory model and the National Work Program that flows from it. Identifies, through effective data management, analysis and governance, the important national safety issues to tackle and the safety information and lessons to share with industry.

POLICY

Manages and develops input to national policy and legislative reforms and liaises with key stakeholders to inform ONRSR positions. Manages ONRSR's interface with Infrastructure and Transport Ministers and senior officials and is responsible for developing and maintaining a suite of guidance documentation that supports industry's compliance with the RSNL.

STAKEHOLDER ENGAGEMENT AND INFLUENCE

Builds and maintains relationships with key stakeholders, drives engagement and strategic communication with a focus on sharing safety lessons, insights, and information that promote safety improvement and support compliance with the RSNL across the rail industry.

LEGAL SERVICES

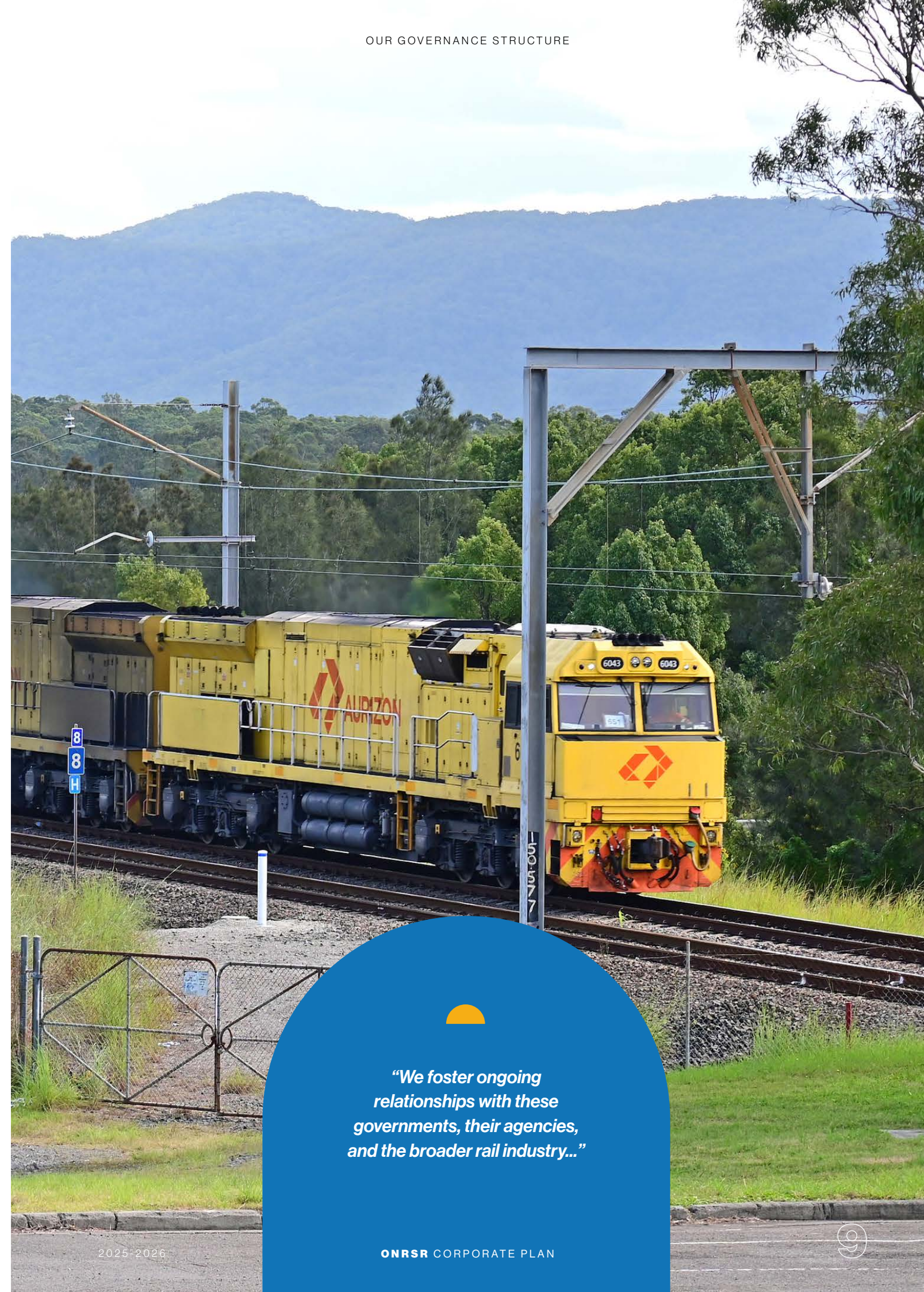
Provides a range of legal services to support effective corporate governance and compliance with legal obligations, and investigation including advice to investigators on legal requirements, guidance in the preparation of legal briefs and the management of the prosecution caseload.



RELATIONSHIPS & STAKEHOLDERS

ONRSR REPRESENTS AUSTRALIAN GOVERNMENTS IN ADVANCING NATIONAL RAIL SAFETY TO PROTECT THE COMMUNITY THROUGH PROMOTION OF AND COMPLIANCE WITH SAFE RAILWAY PRACTICES. WE FOSTER ONGOING RELATIONSHIPS WITH THESE GOVERNMENTS, THEIR AGENCIES, AND THE BROADER RAIL INDUSTRY, INCLUDING OPERATORS, UNIONS, OWNERS, CONTRACTORS, MAINTAINERS, RAIL SAFETY WORKERS AND THEIR REPRESENTATIVES AND RAIL INDUSTRY ASSOCIATIONS.

We engage in regular communication and consultation with jurisdictional governments, the National Transport Commission, the Australian Transport Safety Bureau, Office of Transport Safety Investigations (NSW), Office of the Chief Investigator (Victoria), the Rail Industry Safety and Standards Board, the Australasian Railway Association, the Association of Tourist and Heritage Railways Australia, the National Heavy Vehicle Regulator and industry safety leaders. Federal and state transport ministers provide budgetary and legislative authority and support.



“We foster ongoing relationships with these governments, their agencies, and the broader rail industry...”

STRATEGIC DIRECTIONS

2024-2027

ONRSR'S STRATEGIC DIRECTIONS 2024-2027 CAME INTO EFFECT ON 1 JULY 2024 AND WERE DEVELOPED THROUGH AN EXTENSIVE STAFF AND STAKEHOLDER CONSULTATION PROCESS WHICH IDENTIFIED THE PRIORITIES THAT WILL ENABLE US TO ACHIEVE OUR VISION - SAFE RAILWAYS FOR AUSTRALIA - AND TO ESTABLISH A FRAMEWORK TO FOCUS OUR ACTIONS AND RESOURCES AS WELL AS MEASURE OUR PERFORMANCE.

STRATEGIC PRIORITIES



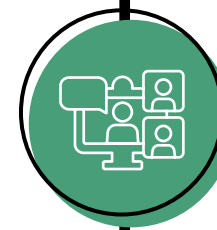
INFLUENCE SAFETY PRACTICES AND BUILD SAFETY KNOWLEDGE AMONG RAIL TRANSPORT OPERATORS



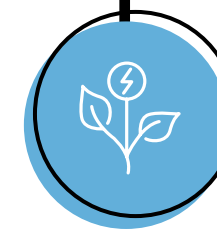
LEVERAGE DATA AND INTELLIGENCE TO ENHANCE OUR APPROACH TO RISK-BASED REGULATION



ENSURE OUR PEOPLE ARE VALUED, SKILLED AND ENGAGED



CULTIVATE STRONG AND COLLABORATIVE RELATIONSHIPS WITH KEY STAKEHOLDERS



POSITION ONRSR AS A FUTURE-FOCUSED REGULATOR





INFLUENCE SAFETY PRACTICES AND BUILD SAFETY KNOWLEDGE AMONG RAIL TRANSPORT OPERATORS

FOCUS AREA

KEY INITIATIVES 2025-2026

SECURE COMPLIANCE WITH THE RAIL SAFETY NATIONAL LAW

- Produce additional guidance on expectations for
 - Managing risks 'so far as is reasonably practicable'
 - Safety assurance for rolling stock type approvals
 - Meaningful consultation with rail safety workers
- Monitor and report on the implementation of the Code of Practice: Train Visibility at Level Crossings

ENHANCE COMMUNICATION CHANNELS AND TOOLS

Publish and implement the annual Engagement and Education Program

INFLUENCE SAFETY PERFORMANCE

Publish safety themes for rail industry sectors and promote actionable insights and advice to operators through multiple channels

IMPACT

Reduction in Category A reportable occurrences

OUTCOME

Regulatory effort and insights deliver measurable safety benefits or improvement



LEVERAGE DATA AND INTELLIGENCE TO ENHANCE OUR APPROACH TO RISK-BASED REGULATION

FOCUS AREA

KEY INITIATIVES 2025-2026

REFINE RISK-BASED APPROACH

Implement the Regulatory Intelligence Strategy starting with the data and information model to support regulatory decision making

IMPACT

Reduction in Category A reportable occurrences

OUTCOME

Regulatory effort and insights deliver measurable safety benefits or improvement





ENSURE OUR PEOPLE ARE VALUED, SKILLED AND ENGAGED

FOCUS AREA

KEY INITIATIVES 2025-2026

FOSTER A SUPPORTIVE CULTURE

- Embed the Culture Blueprint to translate ONRSR's organisational values into behaviours and expectations for all team members
- Deliver the Leadership Excellence Program

BUILD CAPABILITY

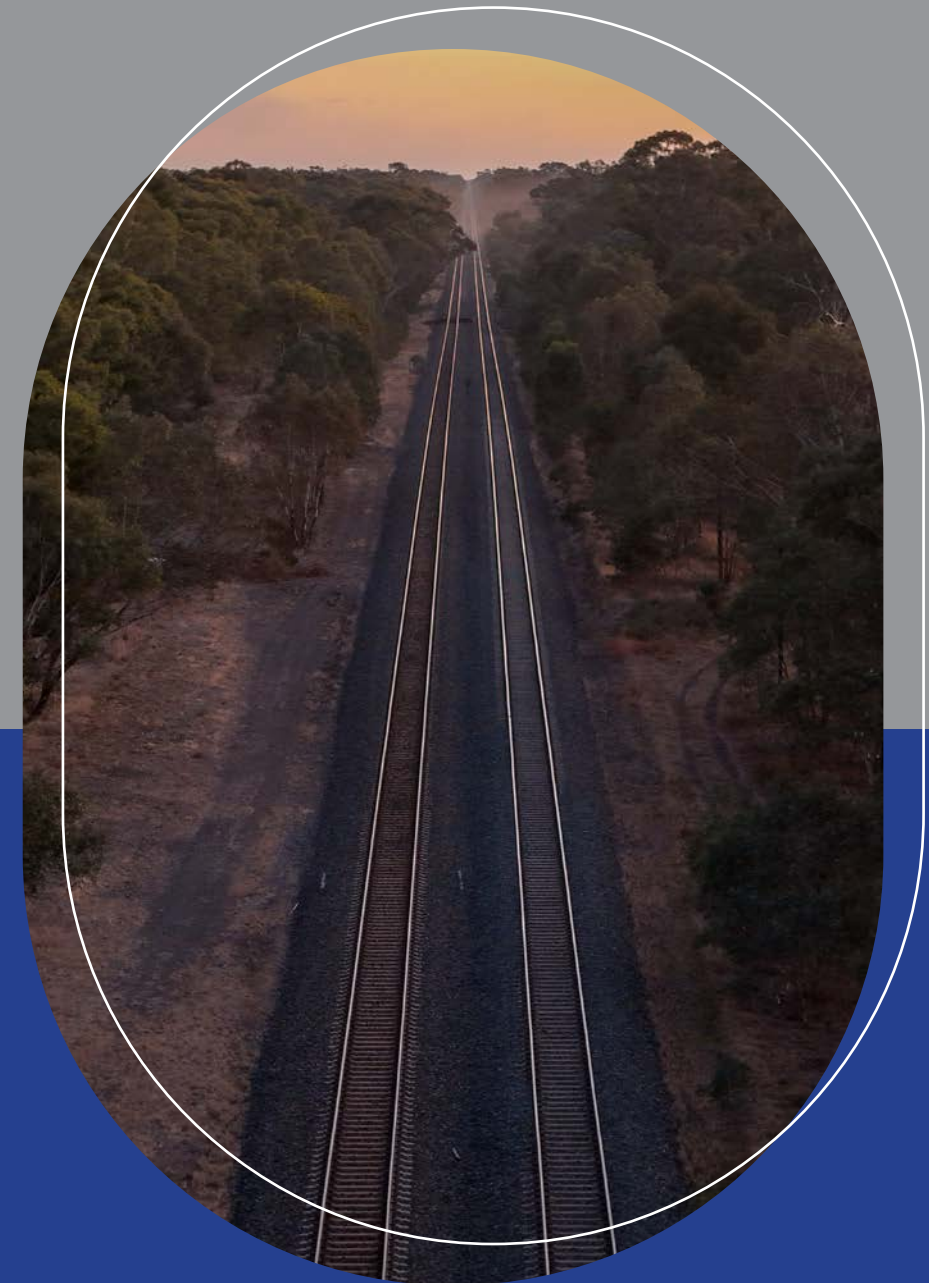
- Complete the design of an organisation-wide capability framework with initial focus on enhancing data literacy
- Support our people in ensuring rail transport operators' awareness and compliance with new requirements for interoperability management plans

IMPACT

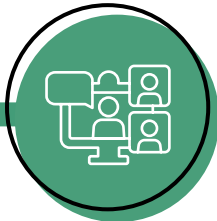
Measures of Trust, Achievement and Engagement (internal survey)

OUTCOME

ONRSR staff find meaning in their work through a shared vision that enhances individual, team, and organisational cohesion and capability



"...We will optimise our efforts to provide rail transport operators and the broader industry with actionable insights to improve safety..."



CULTIVATE STRONG AND COLLABORATIVE RELATIONSHIPS WITH KEY STAKEHOLDERS

FOCUS AREA

KEY INITIATIVES 2025-2026

ENGAGE INDUSTRY

Publish and implement the ONRSR Partnership Framework

COLLABORATE NATIONALLY

Implement a program to support delivery of Rail Safety National Law Review recommendations

INFLUENCE POLICY DIRECTION

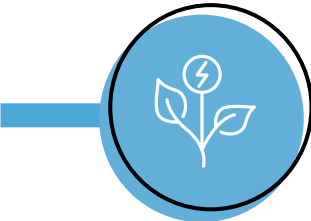
Develop and implement program to deliver ONRSR's commitments under the National Rail Action Plan

IMPACT

% of stakeholders who believe ONRSR has effective stakeholder relationships (stakeholder survey)

OUTCOME

The rail industry and key stakeholders value ONRSR's engagement



POSITION ONRSR AS A FUTURE-FOCUSED REGULATOR

FOCUS AREA

KEY INITIATIVES 2025-2026

DEMONSTRATE IMPACT

Continue to develop measures and case studies that demonstrate ONRSR is efficient and effective

CONTINUOUSLY IMPROVE

Develop a roadmap for improvements to ONRSR's regulatory information management platform (TRAC)

PREPARE FOR THE FUTURE

Determine the purpose and focus for the proposed National Productivity Program in consultation with rail transport operators
Revise The ONRSR Way

IMPACT

% of stakeholders who agree that ONRSR is an efficient and effective regulator (stakeholder survey)

OUTCOME

ONRSR demonstrates, and stakeholders agree, that ONRSR is an effective and efficient regulator





REPORTING

THE ONRSR EXECUTIVE REVIEWS PROGRESS QUARTERLY AGAINST THE ANNUAL CORPORATE PLAN KEY MILESTONES AND NATIONAL PERFORMANCE INDICATORS. SYSTEMATICALLY TRACKING PERFORMANCE ENSURES ALIGNMENT BETWEEN OUR EFFORTS AND STRATEGIC DIRECTIONS IS MAINTAINED, AS WELL AS ALLOWING FOR ADJUSTMENT AS NEEDED TO ACHIEVE THE IMPACT AND OUTCOMES WE HAVE SET FOR OURSELVES.

The ONRSR Annual Report provides a full account of our activities and achievements over the financial year including for delivery against our annual corporate plan.

The Regulator attends the Infrastructure and Transport Ministers' Meeting at least annually to present on ONRSR's strategic directions, progress against its annual corporate plan, and ministerial expectations.

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ISSN: 2202-3127