

CORPORATE PLAN

2015–2018



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CHIEF EXECUTIVE'S MESSAGE

As the Office of the National Rail Safety Regulator's (ONRSR) new Chief Executive, I am delighted to introduce ONRSR's third corporate plan. I was impressed when taking up this position how much had been achieved by ONRSR over its relative short time of operations. This included the strong relationships built with stakeholders, the guidance material and supporting documentation developed by ONRSR to assist industry in clearly understanding the expectations of the ONRSR, the journey of applying the Rail Safety National Law consistently across all participating jurisdictions, as well as the internal systems and processes.

I am fortunate to be able to now lead ONRSR through the next stage of the journey to realise the full benefits of the national reform. Australian Capital Territory joined ONRSR in November 2014 and Western Australia will be regulated under the ONRSR during 2015. We are also working closely with New South Wales and Victoria in reviewing their Service Level Agreement (SLA) arrangements. Queensland is also considering its position and I am hopeful that within the next couple of years all jurisdictions will be directly regulated by ONRSR.

Our primary objective is the safety of the community through encouraging and enforcing safe railway operations, including promoting and improving national rail safety on behalf of Australian Governments.

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Our national regulatory approach supported by national policies and procedures is now routine business and review will be a matter of continuous improvement. We have high participation rates at our stakeholder forums and are receiving positive feedback on our performance and forward directions, while recognising our independence. Staff recognise the value of operating nationally and are committed to building a positive and productive organisational culture with the safety of the rail system as its core focus.

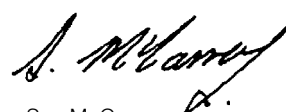
Our forward strategies reflect ongoing development of such achievements. Whilst milestones from previous plans are being met, further work is still required and this plan identifies the key milestones for the coming years. We will continue our focus on regulatory compliance through our national operations workplan, including work on contractor management, safe working practices and road/rail vehicle safety. We are working very closely with a number of organisations as major rail projects are identified and progressed across the country. To support this work we have issued guidance material which provides a clear view on what is required for accreditation once the project reaches that stage.

We will continue to support the Rail Industry Safety and Standards Board (RISSB) and the Australasian Rail Association (ARA) as they develop under their new structures. A major requirement for the management of rail safety risk in Australia is the development of a national rail safety risk model and supporting data capture and management which I strongly support being developed by industry. ONRSR will work closely with RISSB on its development and I expect to see the first stages of this model available in this coming year. We will also continue working with RISSB in the development of quality standards and guidance material and with the ARA in the development of industry's safety vision which will complement ONRSR's Safety Improvement Policy and Strategy.

We continue our work to improve the legislative framework through national government bodies and review our own processes to ensure that we don't impose unnecessary regulatory burden on industry. We are also seeking to heighten our own risk capabilities through further integration of rail safety data and information into our procedures to ensure greater consistency in its application to everything we do.

This plan includes reference to these and other strategies that aim to improve rail safety and meet the needs and expectations of our stakeholders now and into the future.

The best outcomes in rail safety can only be achieved when all parties are working together. I sincerely thank all stakeholders and staff for their excellent contributions on rail safety to date and look forward to this continuing as we progress into the next phase of enhancing rail safety across the whole of Australia.



Sue McCarrey,
Chief Executive Officer

The Office of the National Rail Safety Regulator (ONRSR) commenced operation on 20 January 2013. The ONRSR is a Body Corporate under the Rail Safety National Law (South Australia) Act 2012 (RSNL).

Our primary objectives are to encourage safe rail operations, enforce compliance with the RSNL and to promote and improve national rail safety.

We provide regulatory oversight of the RSNL in the jurisdictions of South Australia, New South Wales, the Australian Capital Territory, Tasmania, the Northern Territory and Victoria with Western Australia to come under ONRSR's regulatory oversight during 2015.

OUR STRUCTURE

The National Rail Safety Regulator and Chief Executive of ONRSR is Sue McCarrey.

The Chief Executive is supported by two Non-Executive Members, who were appointed by the (now) Ministerial Council of Transport and Infrastructure. The role of the Non-Executive Members – Peter Batchelor and Catherine Scott – is to work with the Chief Executive to provide leadership, strategy and governance for ONRSR.

The Chief Executive is supported by an Executive team covering a wide range of disciplines who head the ONRSR Divisions of National Operations, Technical, Policy, Communications and Planning, Corporate and Corporate Counsel.

Delivery of operational regulatory functions is undertaken by staff either directly employed by ONRSR or through Service Level Agreements.

The Head Office of ONRSR is located in Adelaide. The ONRSR currently has three branches:

- **Central Branch –** direct employees responsible for South Australia, Tasmania, the ACT, the Northern Territory
- **New South Wales Branch –** employees of the NSW State Government operating under a Service Level Agreement
- **Victoria Branch –** employees of the Victorian State Government operating under a Service Level Agreement

A fourth branch office, Western Australia Branch with direct employees will commence operations, during the second half of 2015.

The ONRSR organisation chart is available on the ONRSR website www.onrsr.com.au

STATEMENT OF INTENT

Our Statement of Intent outlines our priorities and describes our key functions and priorities. These priorities provide the framework for the strategic and operational goals set out in this Corporate Plan. Our Statement of Intent was agreed by the Ministerial Council in May 2015 and is available on our website www.onrsr.com.au

OUR VALUES

Our values guide and inform the internal culture and external business conduct of the ONRSR.

Independence

We are independent from industry, political and individual influences

Co-regulatory

We support and encourage industry to operate safely and enforce compliance with the law

Effective

We are committed to working cooperatively with industry to improve rail safety

Clarity

We actively engage and communicate with the rail industry and other stakeholders, and are unambiguous in the decisions we make

Fairness and Integrity

We are open and honest in all we do and act with integrity at all times

Leadership

We are committed to building and maintaining a positive team culture between regulator and industry for a shared purpose on safety

Respect

We show respect for others at all times, value our people and support professional and personal development so that we attract the highest quality of people to our workforce

ABOUT THIS PLAN

This Corporate Plan outlines our planned activities, strategic goals and milestones and how we will measure our performance over the next three years. This Corporate Plan supports the objectives of the Council Of Australian Governments national rail reform: To improve the efficiency of rail transport regulation by establishing a national rail safety regulator.

This Corporate Plan is underpinned by an annual business plan and work programs which provide more specific objectives and set out more detailed priorities, in particular our operational activities. Our business plan has performance targets, and this annual plan along with our work programs are used as the basis for team and staff performance agreements.

*Our aim:
To enhance and
promote rail safety
nationally through
effective risk-based
regulation.*

LAST YEAR'S PERFORMANCE

The ONRSR successfully delivered upon a large majority of the milestones set out in its Corporate Plan 2014–2017 for the financial year 2014–2015.

The areas where ONRSR did not meet the milestones due for the year 2014 to 2015 relate largely to areas where we were dependent upon the industry program to develop rail safety standards and the national rail safety risk model. Additionally, the development of a safety management system (SMS) maturity tool for our Rail Safety Officers to apply and the roll out of the competency based training has been delayed due to competing priorities and the workload associated with transitioning jurisdictions. Our program to improve our IT and business systems has been adjusted to meet the needs of the transitioned jurisdictions. Detailed achievements against our key performance indicators are contained in our Annual Report.

CORPORATE RISK MANAGEMENT

Our Risk Management Policy supports ONRSR's position that an effective regulatory risk management framework is an important success factor in achieving organisational goals. Our policy and framework reflect the principles and the processes outlined in the international risk management standard AS/NZS ISO 31000.

While risk cannot be entirely eliminated, we proactively identify our risks and implement appropriate mitigation strategies to address them. This is overseen by the ONRSR Audit and Risk Committee, which meets quarterly and is chaired by Non-Executive Member Catherine Scott. In addition, the committee approves the annual financial statements and reviews the detailed business risk register. The committee undertakes regular reviews of our financial position and risks. These reviews focus on ensuring that we prioritise and mitigate risks that are associated with our operational environment. This includes risks associated with the transition of remaining jurisdictions into the national regulator and issues that may impact upon ONRSR's positive organisational reputation.

HOW WE REGULATE

Our Regulatory Approach sets out our high level approach to regulating rail safety and achieving compliance with the RSNL. It describes our principal purpose, which is to oversee and enforce a national co-regulatory framework to enable and promote safe railway operations. This includes the administration of a national scheme of accreditation. The co-regulatory framework means that we support and encourage industry to operate safely and enforce compliance with the law. Underpinning this framework is the RSNL which is set and monitored by governments and administered by us as the independent authority.

Within our Regulatory Approach, there are six key principles that describe the basis by which we regulate and which support our aims. These principles advise that our regulatory effort and compliance activity is independent and impartial; that we proactively encourage duty-holders under the RSNL to improve their knowledge, skills and standards leading to improvements in rail safety; that our compliance and enforcement activities are proportionate to the risks and potential benefits to safety; and that we are transparent, fair, accountable and consistent in our decision-making and safety actions.

This approach is supported and underpinned by our corporate goals and our policies, procedures and guidelines. In particular, our Safety Improvement Policy and Compliance and Enforcement Policy are the key policies that support our Regulatory Approach and provide the foundation for how we approach, deliver and enforce regulation.

Our Regulatory Approach and key policies are available on the ONRSR website www.onrsr.com.au

OUR RELATIONSHIPS & STAKEHOLDERS

Our primary objective is the safety of the community through encouraging and enforcing safe railway operations, including promoting and improving national rail safety on behalf of Australian Governments. We aim to do this by working together to enhance and promote rail safety through effective risk-based regulation. As jurisdictions join us, we will continue to develop our relationships with the wider rail industry – operators, unions, owners, contractors, maintainers – as well as state, territory and federal governments and agencies, rail safety associations and practitioners.

By employing a range of stakeholder engagement and communication activities, we will work cohesively in order to improve national rail safety and successfully meet our goals. We will continue to formally engage with a range of stakeholders including the unions and a senior industry reference group.

Additionally, we regularly communicate and consult with bodies such as the Rail Industry Safety and Standards Board (RISSB), Australian Tourist and Heritage Railway Association (ATHRA), the Australasian Railway Association (ARA), Rail Tram and Bus Union (RTBU), government departments and the industry safety managers.

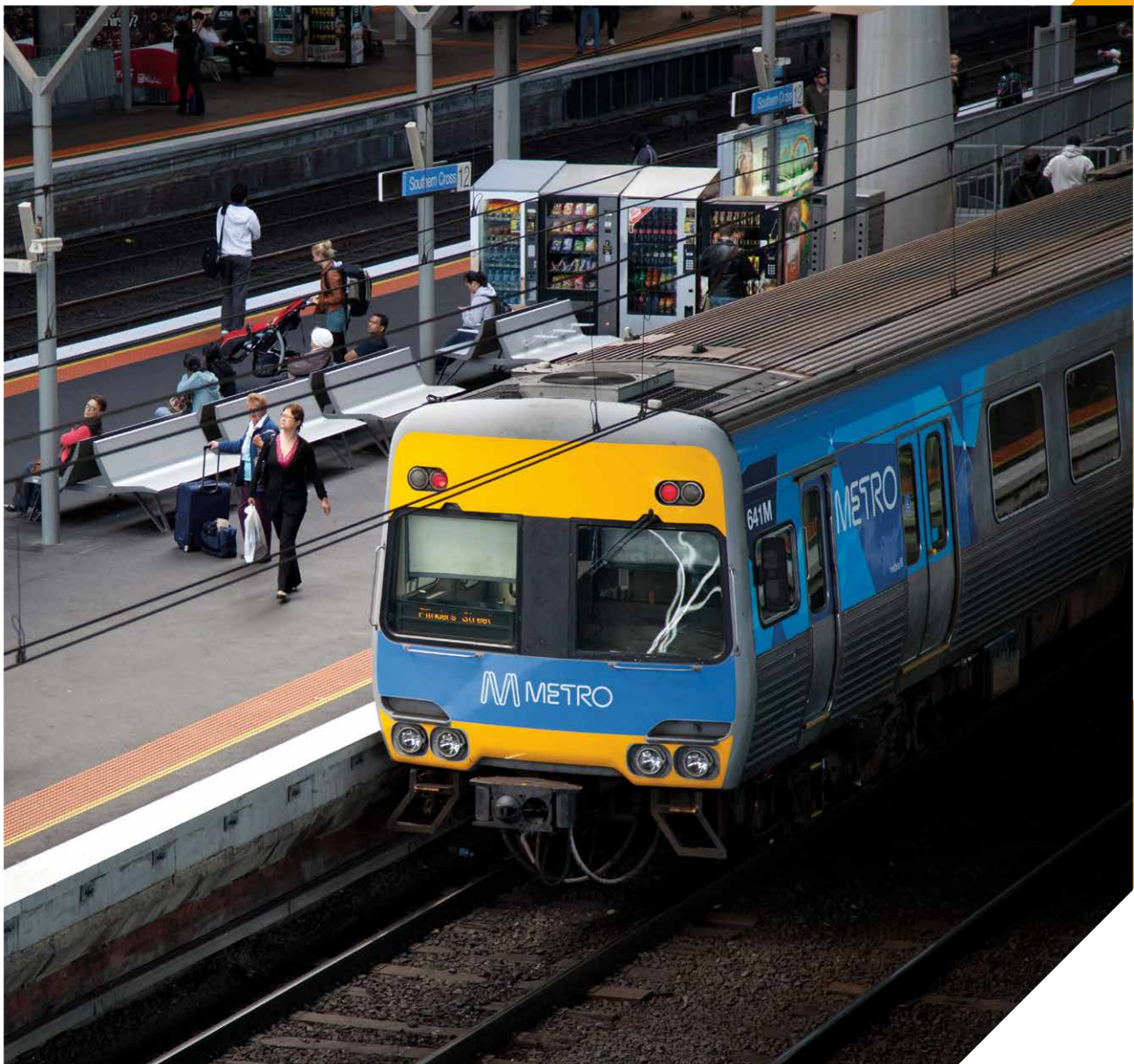
We report bi-annually to responsible transport ministers via the Ministerial Council from which budgetary and legislative authority and support is sought.

Milestones:

Enhance the integrated national communications plan
– October 2015

Develop a communications and stakeholder engagement strategy
– June 2016

Complete a stakeholder satisfaction survey
– June 2016



OVERVIEW OF STRATEGIC DIRECTIONS

The goals and measureable milestones outlined in this Corporate Plan provide a blueprint for all ONRSR activity over the next three years.

Our plan sets out six clear goals:

- Maintain and improve rail safety through a risk based approach to regulation
- Reduce regulatory burden on industry
- Promote greater self-regulation by industry
- Prepare for and support the entry of other state regulators into ONRSR
- Promote safety awareness and safety improvement initiatives and research
- Develop and enable our people to optimise internal capability and organisational effectiveness

Our overarching priorities are to focus on robust safety regulation; ensuring compliance with the law and encouraging improved safety performance, through the strategies outlined in our Safety Improvement Policy.



OUR GOALS & MILESTONES

GOAL 1: MAINTAIN AND IMPROVE RAIL SAFETY THROUGH A RISK-BASED APPROACH TO REGULATION

One of our key priorities is to improve rail safety through a risk-based approach. By providing an independent regulatory function, with a particular focus on high risk areas, and working together with the rail industry to achieve this goal, we can most effectively minimise the likelihood of major incidents which may result in death or injury.

As a risk-based regulator, we support our regulatory decision-making through a nationally consistent risk-based framework that identifies and understands local risks, national trends and regulatory compliance data. We are continually improving this framework by ensuring that our regulatory activities assess risk consistently and reflect the full extent of our regulatory intelligence. High quality data is a critical input. ONRSR is seeking to improve its collection and use by enhancing data collection and classification frameworks; integrating safety data from transitioning states into a single system and expanding the use of data in reporting and analysis.

Our risk-based Operational Work Plan is set nationally and based upon input from our regulatory risk framework, intelligence from National Operations Committee members and specific analysis on key issues. It incorporates analysis of local and national performance data to prioritise local as well as national activities.

Our Rail Safety Officers work closely with rail operators to maintain and improve safety through our core functions to accredit, monitor and enforce. In addition to annual scheduled activities, there are also targeted initiatives to improve safety through information sharing, compliance checks and enforcement actions if required. Regulation is undertaken locally by operational branches with national co-ordination and resource allocation. In the forthcoming year, our SMS maturity tool for our Rail Safety Officers will provide further rigour and consistency to our assessment of operator compliance.

The work plan and priorities include but are not limited to working with operators on contractor management, safe working practices and road/rail vehicle safety. The plan is dependent on effective application and delivery of ONRSR regulatory resources which requires strong collaborative relationships across all branches. The plan is flexible and enables ONRSR to respond to emerging issues.

ONRSR responds to incidents, accidents and third party investigation reports as appropriate and undertakes its own formal investigations into potential breaches of the Rail Safety National Law.

Drug and alcohol management continues to be a priority for ONRSR and we take a risk-based approach to managing the program. We are progressively rolling out ONRSR's testing program nationally and will undertake annual reviews to ensure that the program meets the legislative safety requirements.



MILESTONES

What	When
Determine and deliver the annual regulatory activity work program using a risk-based approach	• Annual
Enhance and embed a nationally consistent ONRSR regulatory risk framework	• Dec 2016
Roll out of the SMS maturity tool for ONRSR Rail Safety Officers	• June 2016
Deliver revised ONS1-OCG1 documentation	• June 2016
Conduct a national drug and alcohol testing program, with annual review	• Ongoing

Key performance indicators

- Delivery of the national operations plan of audits and inspections
- Implementation of compliance recommendations by rail operators within agreed timeframes
- Enforcement actions undertaken by ONRSR and outcomes
- Results from ONRSR's drug and alcohol testing program
- Results from operators' drug and alcohol testing program

GOAL 2: REDUCE REGULATORY BURDEN ON INDUSTRY

We have a key role as the national regulator in reducing regulatory burden on the rail industry. When all the states and territories have transitioned to the ONRSR and an industry safety risk model is developed, the full potential benefit of the national reform will emerge.

Reducing regulatory burden is multi-faceted. ONRSR's role includes consistent application of a national regulatory model, policies and procedures; ongoing work to review and refine the legislative framework; and working with other stakeholders in a coordinated way reflecting our statutory roles.

By overseeing and enforcing a national co-regulatory rail safety regime, we are able to deliver a single consistent approach to regulation. We administer a national scheme of accreditation, and develop, in consultation with industry, guidance material that provides real clarity for operators, which helps address potential delays and costs arising from uncertainty. The most recent of these being the Major Projects Guideline, the Asset Management Guideline and the revised Compliance and Enforcement Policy. ONRSR also fully support the adoption of quality industry standards that can be applied across the country.

Our centrally coordinated national workplan ensures the appropriate level of interaction per operator as informed by our national safety risk data and ONRSR regulatory intelligence. We continue to encourage feedback on the regulatory framework and our activities from our industry stakeholders through our daily regulatory activities. We also have established forums and consultation processes through which we seek industry feedback on a range of rail safety issues. Establishing a regular external stakeholder survey is a forward priority. We continue also to work with jurisdictional transport agencies, Transport Ministers and the National Transport Commission (NTC) on legislative clarity and efficiencies that reduce duplication, improve industry productivity and rail safety outcomes.

Through the Memoranda Of Understanding (MOU) with the various work, health and safety regulators, police and national transport organisations, including the Australian Transport Safety Bureau (ATSB) and other regulators, we are establishing good working relationships that recognise roles and responsibilities and reduce, where possible, duplication.

MILESTONES

What

When

Review the jurisdictional Application Law applying the Rail Safety National Law to identify the impacts of jurisdictional legislative amendments and opportunities to improve national consistency

- March 2016

Report to the Ministerial Council on the review of drug and alcohol and fatigue risk management arrangements under the Rail Safety National Law (RSNL) to further enhance regulatory consistency

- Nov 2017

Develop and implement a program for ONRSR's Rail Safety Officers incorporating training and awareness to promote nationally consistent application of reviewed national policies and procedures

- Dec 2017

Develop strategies to address the results of ONRSR's external stakeholder survey

- 2016–17

Conduct a targeted review, with industry, of ONRSR forms to simplify their use

- Dec 2016

Develop a user-friendly guide to support easy reference to ONRSR guidelines alignment to the Rail Safety National Law

- 2016–17

Establish MOU's with:

- jurisdictional electrical regulators
- Western Australia Police
- Victoria Police
- the NSW Office of Transport Safety Investigations

- Dec 2016
- Mar 2016
- Sep 2015
- Dec 2015

Key performance indicators

- A positive response from ONRSR's external stakeholder survey
- The NTC interim review of the rail safety regulator reform indicates positive outcomes
- Legislative review identifies reduced inconsistencies across jurisdictions

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GOAL 3: PROMOTE GREATER SELF- REGULATION BY INDUSTRY

Our role as regulator is to oversee, support and enforce compliance with the Rail Safety National Law to eliminate or reduce risks so far as is reasonably practicable. Under a co-regulatory regime, ONRSR expects a degree of self-regulation by industry by being able to act as one entity when the occasion demands and respond quickly to emerging safety issues. Industry is responsible for ensuring that the safety of rail operations is consistent with the law and how to best achieve this including the development and use of high quality standards.

The following are considered to be key elements for the achievement of this goal:

- We will work with industry in the development of an industry safety vision and strategy that enhances safety and supports the objectives of the national reform. The industry strategy will outline how it will deliver its vision and how it integrates with the ONRSR Safety Improvement Policy and Strategy.
- We will support industry to identify and manage its risk at an individual operator and a national level. To achieve this, we believe that a national rail safety risk model needs to be developed, funded and led by industry. We will encourage and work with industry to develop and implement this model. Pending development of a model, the ONRSR will focus its attention on areas that it judges attract the greatest risk through regulatory compliance data, an understanding of local risks and national trends.
- The Rail Safety National Law (RSNL) requires railway operators to collect and report occurrence data which is used to inform regulatory activities. This data is vital for our regulatory role but we believe the primary beneficiaries of quality occurrence data is industry themselves. In keeping with this, we support an increase in responsibility for data collection and utilisation by industry and will work with industry to develop a strategy to support both industry and ONRSR's requirements.
- ONRSR supports the Rail Industry Safety and Standards Board (RISSB) in developing high quality risk-based standards that enhance safety, interoperability and harmonisation moving to industry adopting these and ONRSR recognising those standards that achieve these requirements.
- We will continue to publish quality guidance and information that makes best use of our position to collate and analyse national rail safety data and industry's safety performance.

MILESTONES

What	When
Acknowledge the completion of industry's safety vision and strategy	• Vision - Dec 2015 Strategy - Dec 2016
Accept an industry national rail safety risk model	• Prototype - Dec 2015 Model - Dec 2017
National data strategy developed in consultation with industry	• June 2016
Support RISSB with the development of selected national standards, guidelines and products as appropriate	• As agreed with RISSB
Work with RISSB and NTC to review the policy statement on Recognition of Industry Developed Standards for Rail Safety	• January 2016
Publish guidance on defining Rail Safety Workers	• Dec 2015

Key performance indicators

- ONRSR provides quality feedback and input to Australasian Railway Association and RISSB products and programs



GOAL 4: PREPARE FOR AND SUPPORT THE ENTRY OF OTHER STATE REGULATORS INTO THE ONRSR

Australia's transport ministers have expressed their commitment and intention to transition to the ONRSR.

We will continue to work closely with government representatives in those jurisdictions that are operating under Service Level Agreements or yet to enact the Rail Safety National Law (RSNL).

We will also continue to enhance our systems in order to provide consistent and robust work practices and systems that meet the needs of our growing organisation.

MILESTONES

What	When
Support legislative development to enable the RSNL to be passed through remaining state parliaments	<ul style="list-style-type: none">• Ongoing
Provide the business and human resource systems and processes that are aligned with transitional timelines	<ul style="list-style-type: none">• Aligned with transitional timelines
Review of Service Level Agreements with NSW and Victoria	<ul style="list-style-type: none">• As mutually agreed

Key performance indicators

- WA and Qld transition to ONRSR
- SLA arrangements in NSW and Victoria transitioned to direct ONRSR oversight

GOAL 5: PROMOTE SAFETY AWARENESS AND SAFETY IMPROVEMENT INITIATIVES AND RESEARCH

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In a co-regulatory environment, ONRSR and the collective rail industry have important roles in working together to continuously improve rail safety. ONRSR has a key role in promoting the sharing of safety information nation-wide and will continue to work with industry to identify and undertake safety improvement initiatives.

Under the Rail Safety National Law (RSNL), ONRSR has a number of safety improvement functions for which we are responsible. These include:

- working with rail transport operators, rail safety workers and others involved in railway operations to improve rail safety nationally
- conducting or supporting research, collecting and publishing information relating to rail safety
- providing or facilitating the provision of advice, education and training in relation to rail safety
- engaging in, promoting and coordinating the sharing of information to achieve the objectives of the RSNL, including the sharing of information with a prescribed authority

Our Safety Improvement Policy outlines strategies which focus on encouraging and working with industry to deliver key safety improvement initiatives.

We support RISSB and meet regularly with key stakeholder groups, including union and industry members, to discuss common safety improvement elements. ONRSR actively participates in the National Level Crossing Group recognising that level crossing risk is one of the highest rail safety risks faced by all stakeholders.

ONRSR also undertakes targeted safety improvement programs and will be supporting this work with implementation of an ONRSR annual safety improvement workplan which will be shared with industry.

We continue to publish a range of safety publications on our online resource centre, including our annual industry safety report. The report provides a national safety picture based on data collected by rail operators and reported to us. We provide this report to industry and other stakeholders including governments and use it to inform our regulatory activities.

MILESTONES

What

When

Work with industry to develop a work program to implement the Safety Improvement Policy.	• Ongoing
Develop the ONRSR annual safety improvement workplan	• Sept 2015
Complete the Safety Improvement Project on road/rail vehicle safety and evaluate effectiveness of the program	• Sept 2016
Publish ONRSR's level crossing policy	• Dec 2015
Publish the annual industry safety report	• Annually
Publish Safety Bulletins	• Quarterly

Key performance indicators

- Milestones achieved
- Safety improvement program workplan developed and implemented according to the program
- Individual project evaluation indicates an effective outcome was achieved

GOAL 6: DEVELOP AND ENABLE OUR PEOPLE TO OPTIMISE INTERNAL CAPABILITY AND ORGANISATIONAL EFFECTIVENESS

Our people are our most important asset and developing and supporting them is key to our organisational health, effectiveness and sustainability. Our values guide our organisational culture and the way we interact internally and with our external stakeholders. We are a national organisation with a diverse workforce of highly skilled staff who are passionate about rail safety.

Optimising staff capability and our organisational effectiveness has a number of inter-related elements including recruitment and retention strategies, a learning and development program, internal communication, system support, commitment to staff safety and good governance including sound financial management. A key measure reflecting the quality and robustness of these elements is staff satisfaction which we will measure in the coming year following the issue of a staff survey.

To ensure we continue to attract and retain staff, it is important that we identify, understand and progress our workforce planning, particularly with the ongoing transition of some jurisdictions.

Our learning and development program will further build our regulatory capability and knowledge through the delivery of a comprehensive Rail Safety Officer competency-based training framework and learning and development programs for other staff.

Effective internal communication is essential for our people to work productively and our internal communications strategies will be enhanced. We will seek staff feedback and act upon the effectiveness of our internal communications.

Under the direction of our rolling three year Information Management and Technology (IM&T) Strategic Plan, we will continue to maintain and further build ONRSR's business systems to ensure that we meet our regulatory and corporate requirements.

Safety is and always will be the paramount concern for ONRSR. The work of our workplace health and safety (WHS)

committees is ongoing. We will continue to promote the importance of leadership and accountability on WHS in line with the Chief Executive's Commitment to Safety statement.

We are committed to the ongoing maturity of our governance framework. An important forward focus is further integrating our risk capabilities, systems and processes in all that we do and developing and implementing an assurance program that enables us to monitor and track our organisational performance.

Sound financial management is essential in the delivery of our regulatory services and ongoing sustainability. It includes the provision of regular financial reports to the ONRSR Executive, Board and Audit and Risk Committee; ongoing maintenance and build of financial systems; and a cost recovery model that reflects industry's operating contexts.

MILESTONES

What

When

Develop a workforce plan for ONRSR that meets organisational needs as states continue to transition

- Plan - Dec 2015
Implementation - ongoing
- Nov 2015

Issue and analyse staff satisfaction survey

Identification of training and development needs across the ONRSR's workforce supported by:
- implementation of a competency-based training program for all Rail Safety Officers
- delivery of ONRSR learning and development plan

- Dec 2016
- Annual
- ongoing

Deliver ONRSR's 2015-2018 IM&T Strategic Plan

Conduct review of national WHS requirements to ensure current and transitioning state needs are met

- Align with transitioning timeline

As part of ONRSR's governance program,
- enhance ONRSR's enterprise risk framework
- develop and implement an ONRSR assurance program

- Ongoing
- Dec 2015

Review current cost recovery arrangements and propose future methodology for the consideration of the Ministerial Council

- Nov 2016

Key performance indicators

- Delivery of ONRSR staff learning and development plans
- Staff satisfaction survey indicates positive support for the direction and culture of ONRSR
- A model is developed and implemented to achieve the recovery of fees from industry

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