

2019-
2022

Corporate Plan





Safe Railways for Australia

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Chief Executive's Message



Forging an identity always takes time. Be it the individual or the organisation, learning exactly who or what you are is a process you can't rush – particularly if you want to get it right.

At the Office of the National Rail Safety Regulator (ONRSR) we've always known what we wanted to be – a truly national risk-based regulator that exists to play a very important part in keeping Australians safe on our vast rail network. We've never been more certain of our identity, our reason for being and of how to be the very best we can be. That's why the ONRSR Corporate Plan 2019-2022 reflects a strategic focus on a clear set of fundamentals that we know are both the foundations of our success to date and key to achieving in years to come.

The centrepiece of this vision is an unwavering commitment to, and consistent strengthening of, the risk-based regulatory approach. We will continue to pursue the very best intelligence we can, both in the field and in the digital spaces, to arm ourselves with the most in-depth picture of the rail safety environment we've ever assembled. In turn, this will drive smarter regulatory activity, better safety priority setting and enhanced safety improvement initiatives that will help us raise the collective consciousness and drive the safety outcomes we all aspire to.

The strategies that underpin this approach are detailed in the pages that follow and will be complemented by the work we do to finalise our national footprint and further the national agenda. We will also continue our program of investment in our people and the systems that support them.

Ours has been a careful and considered approach – one that has proven very effective in establishing ONRSR as a valued, respected and successful link in the rail safety chain. We are crystal clear on who we are, what we do and how we do it and, by strengthening our focus on these fundamentals, we will get even better.

Once again I look forward to continuing to work with all our stakeholders to deliver safe railways for Australia.

Sue McCarrey

Chief Executive / National Rail Safety Regulator

May 2019



> About This Plan

ONRSR's Corporate Plan 2019–2022 outlines our corporate goals and strategies and how we will measure our performance over the next three years. It provides the framework for ONRSR's Business Plan and individual performance agreements.

> Our Purpose Statement

ONRSR strives to be a visible player in the rail industry, respected for conducting value adding interactions that are informed by a strategic combination of industry intelligence, knowledge of operations and use of rail safety data to make risk-based decisions. We have the dual, but complementary, roles of administrator of the *Rail Safety National Law* accreditation regime and the regulator of a duty-based safety management regime.

Our Vision

Safe railways for Australia

Our Values

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

> Integrity

We have moral courage and are honest and straightforward in our approach.

> Respect

We have respect for each other and our stakeholders.

> Independence


Our decision making is responsive and free from bias and influence.

> Diligence

We persevere and apply ourselves in a conscientious manner.

> Excellence

We are professional, high performing and strive for continuous improvement.



ONRSR strives to be a visible player
in the rail industry, respected
for conducting value adding
interactions...

» Our Governance Structure

The National Rail Safety Regulator and Chief Executive of ONRSR is Sue McCarrey. The Chief Executive is supported by two Non-Executive Members – Cathie Scott and Trish White.

The National Rail Safety Regulator and the two Non-Executive Members make up The ONRSR under section 16 of the *Rail Safety National Law*.

The Chief Executive is also supported by an Executive team comprising the Chief Operating Officer, Executive Directors and the Senior Manager, Risk and Analysis. Delivery of operational regulatory functions is undertaken by staff either directly employed by ONRSR or working via a service level agreement (Victoria).



...we continue to develop our relationships with these governments and agencies, and the wider rail industry...

Our Relationships and Stakeholders

ONRSR works on behalf of Australian Governments to promote and improve national rail safety and ensure the safety of the community by encouraging and enforcing safe railway operations. In doing so we continue to develop our relationships with these governments and agencies, and the wider rail industry – operators, unions, owners, contractors, maintainers, rail safety associations and practitioners.

Additionally, we regularly communicate and consult with jurisdictional governments, the National Transport Commission, the Australian Transport Safety Bureau, the Rail Industry Safety and Standards Board, the Australasian Railway Association, the Association of Tourist and Heritage Railways Australia, and industry safety managers.

We report bi-annually to jurisdictional transport ministers via the Transport and Infrastructure Council from which budgetary and legislative authority and support is provided.

National Safety Priorities



Track worker safety

Competency of rail safety workers and communication when performing work on and around the track has been an ONRSR priority since 2016 and the focus of a national compliance project. Findings from this project have led ONRSR to redefine the scope of this priority area and progress a national compliance project, focusing on unplanned and reactive track work activities. An innovative national safety improvement initiative, using theatre-based learning techniques and based on the findings of the compliance projects, will run in parallel to try and achieve a step change in track worker safety.



Level crossing safety

Excluding trespass and suicide, accidents at level crossings account for the largest number of railway-related fatalities involving members of the public. Industry and governments are taking a leading role in addressing safety risks at level crossings and ONRSR continues to provide its full support. A number of jurisdictions have level crossing committees and ONRSR provides regular occurrence data and information to inform the safety-related decisions made by these committees. ONRSR will continue its focus on this area by progressing a safety improvement project to support industry and government to promote improvements in level crossing safety nationally.



Tourist and heritage sector, safety management capability

Through its interactions with the sector ONRSR is aware of the challenges tourist and heritage operators face working to a safety management system compliant with legislative requirements, yet suitable for volunteer-resourced organisations to administer. ONRSR will increase its efforts in this area via an interactive safety improvement project that uses workshops, instructional videos and an ONRSR roadshow focused on safety management capabilities.



Road rail vehicle (RRV) safety

The safe operation of RRVs has been a national priority for ONRSR since 2016 and the focus of national compliance throughout that time. While ONRSR continues to see evidence that operators have responded to guidance material, we will continue shifting attention from RRV operators to rail infrastructure managers to ensure they maintain effective management and control of RRV operations on their network and that suitable standards, processes and procedures are implemented and adhered to for the operation of RRVs.

> ONRSR Rail Safety Report

ONRSR's Rail Safety Report is our annual record and statistical analysis of safety performance across the Australian rail industry. The Rail Safety Report and updated information on Australia's rail safety environment is available at 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 plan.

Our Statement of Intent 2019–2022 was agreed by the Transport and Infrastructure Council and is available at www.onrsr.com.au

> The ONRSR Way

The ONRSR Way clearly articulates how the national regulator works by setting out our high level approach to regulating rail safety and achieving compliance with the RSNL. It outlines the key principles that underpin our regulatory activities.

The ONRSR Way is supported by our corporate policies, procedures and guidelines and, along with all key documents, is available at www.onrsr.com.au



...good governance requires a focus on risk management and strategic planning and reporting to ensure it achieves its objectives.





➤ Last Year's Performance

In addition to our comprehensive national regulatory activities, ONRSR successfully delivered upon a majority of the milestones set out in its Corporate Plan 2018–2021 during the financial year 2017–2018. Achievements included the accreditation of a world-first driverless heavy haul freight train and ongoing engagement with an ever-expanding number of major rail projects of varying scope and complexity. Elsewhere, ONRSR reviewed the drug and alcohol and fatigue management arrangements under the RSNL. Development of The ONRSR Way and the ONRSR Portal, our new secure online space for the exchange of regulatory information and reporting data, were well received by stakeholders. Once again, the organisation reported unqualified financials.

As with any organisation, emerging challenges and changing priorities impacted on the delivery of some milestones. Detailed achievements against the plan will be contained in our Annual Report 2018–2019.

➤ Integrated Risk, Planning and Reporting

ONRSR recognises that good governance requires a focus on risk management and strategic planning and reporting to ensure it achieves its objectives. Our Risk Management Policy and framework reflect regulatory and enterprise risks and the principles and processes outlined in the international risk management standard AS/NZS ISO 31000.

Regulatory risks are those associated with rail safety and are assessed and addressed under a comprehensive risk-based assessment process based on rail safety industry performance data and ONRSR regulatory intelligence. Oversight of ONRSR's regulatory risk management is provided through our internal National Operations Committee.

Enterprise risks are those which may impact ONRSR's ability to achieve our legislative and strategic objectives. These are also assessed to determine where ONRSR focuses its resources to achieve its objectives. Oversight of ONRSR's enterprise risk management is provided by the ONRSR Audit and Risk Committee. This includes review of ONRSR's enterprise risk register and its financial position and risks.

In addition, the Audit and Risk Committee reviews and recommends approval of the annual financial statements to the ONRSR (which includes Non-Executive Members) and reviews the detailed business risk register. The ONRSR Executive undertakes regular reviews of our financial position and risks to ensure we prioritise and mitigate risks in accordance with our operational environment. This includes risks associated with the transition of Victoria from a service level agreement into the national regulator.



Corporate Goals

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...we will appropriately focus our regulatory actions to minimise the likelihood of major incidents.

#1

Enhance our risk-based approach to rail safety regulation

Guided by a comprehensive risk-based regulatory framework, ONRSR will deliver an annual national work program, work with proponents of major rail projects to ensure safety issues are addressed and undertake compliance activities associated with national safety priorities. This risk-based approach will be underpinned by optimised data collection and analysis. By using the right combination of discussion, liaison, education and enforcement powers that range from improvement notices to suspension of accreditation – and include the ability to close down unsafe operations and to prosecute – we will appropriately focus our regulatory actions to minimise the likelihood of major incidents.

STRATEGIES

WHEN

Progress the National Rail Safety Data Strategy Action Plan	2019 – 2022
Develop a national cost recovery model based on regulatory effort and risk	Dec 2020
Use risk-based data intelligence to develop strategic regulatory programs for tourist and heritage operations	Jun 2020
Deliver an analytics and regulatory intelligence strategy to enhance our data-driven, risk-based decision making capability	Dec 2020
Deliver a national drug and alcohol testing program with annual review	Jun 2021

2

Reduce regulatory burden on industry

ONRSR recognises two distinct levels of regulatory burden. The first drives our work to undertake maintenance reviews of the RSNL, deliver reforms made possible by national regulation and to identify (in consultation with industry) areas for improving the efficiency of regulatory interactions. This includes our work with the Victorian Government to remove the service level agreement. The second level of burden relates to our efforts to constantly improve the quality and efficiency of our regulatory interactions including our requests for, and exchange of, information.

STRATEGIES

WHEN

Finalise a report to the Transport and Infrastructure Council on the review of fatigue management arrangements under the RSNL	Jun 2019
Implement outcomes from the review of drug and alcohol management arrangements under the RSNL	Jun 2020
Implement outcomes from the review of fatigue management arrangements under the RSNL	Dec 2020
Review the recommendations and findings of the second ONRSR Stakeholder Survey	Dec 2019
Work with government to remove the service level agreement in Victoria	Dec 2019
Analyse and prepare input for the Productivity Commission's review of the economic benefits of national transport safety reforms	2019
Develop additional functionality for the ONRSR Portal	2019-2020



This goal reflects the important role ONRSR has to use the information at its disposal to educate accredited parties...

#3

Work with industry to address national rail safety issues

To complement compliance and enforcement activities, ONRSR will actively contribute to industry's implementation of its safety strategy, develop guidance material that provides clarity for operators and support industry and the Rail Industry Safety and Standards Board with the development of selected national standards, guidelines and products. ONRSR expects industry to take a proactive approach on safety initiatives, performance and harmonisation. This goal reflects the important role ONRSR has to use the information and resources at its disposal to educate accredited parties in relation to the RSNL generally and safety issues specifically.

STRATEGIES

WHEN

Deliver priority projects in the safety improvement work plan:

Track worker safety	Jun 2019
Risk management	Dec 2020
Level crossing safety	Dec 2020
Tourist & heritage sector, safety management capability	Jun 2019

Establish a mechanism to identify and treat emerging rail safety issues	Dec 2019
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Invest in education of potential cyber risks and develop effective regulatory tools	Dec 2019
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Distribute safety bulletins as necessary and increase the use of education as a regulatory tool during operator interactions	As required
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4

Invest in ONRSR's national capability, governance and culture to drive our strategic intent

ONRSR recognises its people are its most important asset and that complementary investment in our capabilities, governance and culture will drive our strategic intent. Building this culture and enhancing the skill set remains a priority. Similarly important, is the ongoing enhancement of our business and regulatory information systems. This goal recognises the desire for ONRSR staff to be equipped to work smart and safely in an efficient, informed, coordinated and consistent manner wherever they are located around Australia.

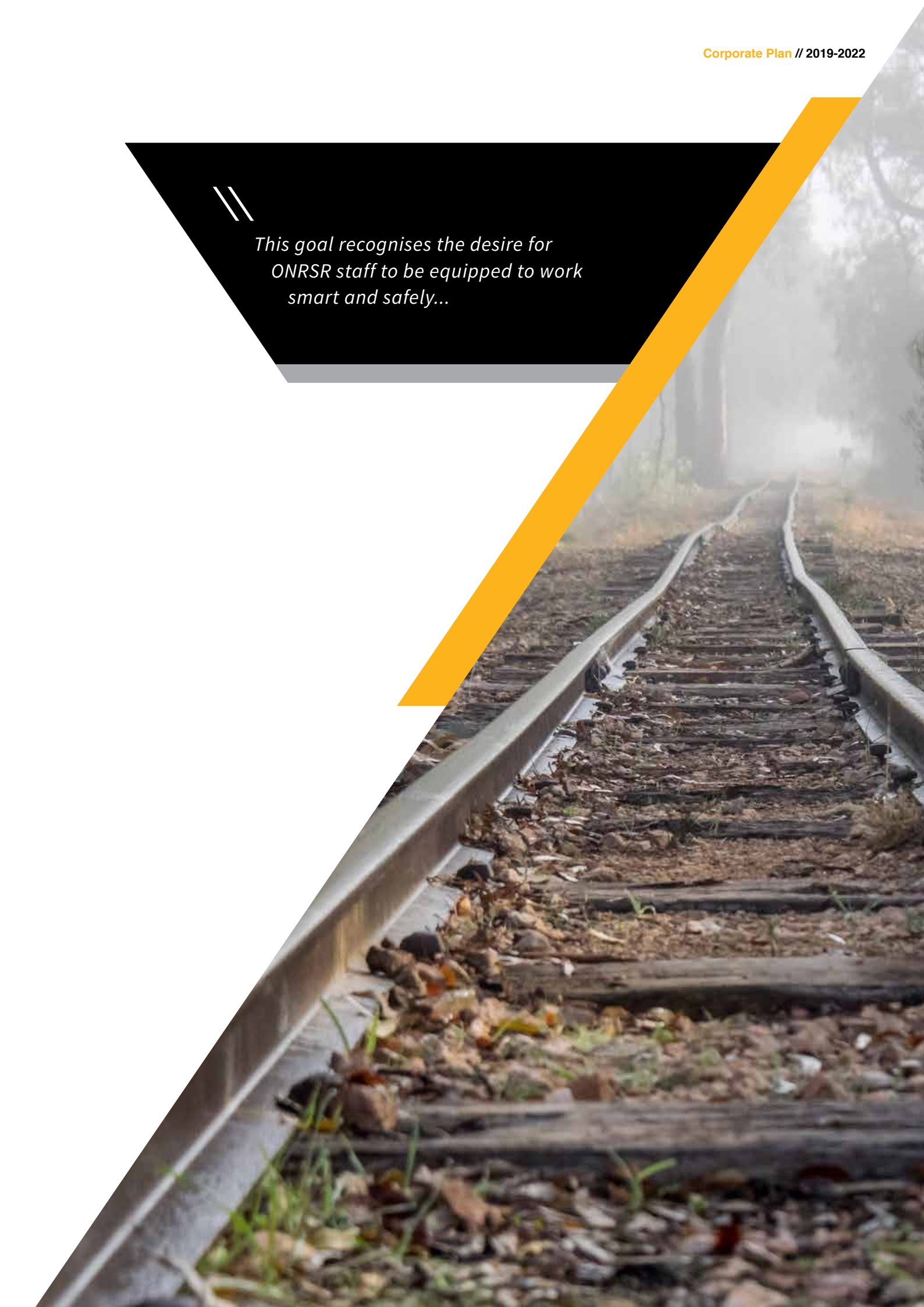
STRATEGIES

WHEN

Deliver ONRSR's Workforce Plan	Dec 2019
Deliver ONRSR's Information Management and Technology Strategic Plan	Dec 2019
Enhance Regulatory Information System (RegIS) to strengthen ONRSR's capability to generate data driven rail safety insights, including improvement to reporting of and access to this information	Dec 2019
Ensure ONRSR is well positioned to learn from reviews of other regulatory bodies	Dec 2019



*This goal recognises the desire for
ONRSR staff to be equipped to work
smart and safely...*



Key Performance Indicators

ONRSR CORPORATE GOAL	ONRSR KPI	KPI MEASURE(S)	TARGET(S)
Goal 1 Enhance our risk-based approach to rail safety regulation	Australia's rail networks are safer	The national rate of key occurrence category incidents, as reported to ONRSR	Decrease
		Number of drug and alcohol tests and % positive (ONRSR)	0% positive
		Number of drug and alcohol tests and % positive (industry)	0% positive
	ONRSR's regulatory effort is risk-based	% of set minimum interaction levels achieved in previous calendar year	100%
Goal 2 Reduce the regulatory burden on industry	ONRSR's regulatory activities are efficient	% of preliminary audit reports issued within four weeks of an audit	90%
		% of inspection reports issued within four weeks of an inspection	90%
		% of policies and legislative changes consulted on	100%
		% of key activities (occurrences and monthly returns) reported via the ONRSR Portal	100%
Goal 3 Work with industry to address national rail safety issues	ONRSR collaborates with industry to deliver projects that improve rail safety	The national rate of occurrences associated with national priorities, as reported to ONRSR	Decrease
		% adoption of ONRSR's major project guidance	100%
Goal 4 Invest in ONRSR's national capability, governance and culture to drive our strategic intent	ONRSR has appropriately skilled and experienced staff	% annual voluntary staff turnover	10-15%
		% of payroll invested in training and development activities	1-2%
	ONRSR staff are safe in the workplace	Annual lost time injury frequency rate (LTIFR)	0

A photograph of a steam locomotive on a railway track, moving towards the viewer. The locomotive is black with a red front buffer and a yellow 'X' on its side. The background is split diagonally: the left side shows a cloudy sky and distant hills, while the right side shows a modern house on a hillside. The locomotive is on a track with gravel ballast and dry grass.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

**Level 1, 75 Hindmarsh Square
Adelaide SA 5000**

**PO Box 3461, Rundle Mall
Adelaide SA 5000**

Phone 08 8406 1500

Email contact@onrsr.com.au

Web onrsr.com.au

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