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CORPORATE PLAN
2020-2023

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CHIEF EXECUTIVE'S MESSAGE



DECADES HAVE A TENDENCY TO DEFINE. THEY SET NEW STANDARDS, USHER IN NEW APPROACHES AND LEAVE LASTING LEGACIES. THROUGH THESE 'NEW '20S', I'M CERTAIN THE OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR (ONRSR) WILL DO ALL OF THAT AND MORE IN PURSUIT OF OUR VISION OF SAFE RAILWAYS FOR AUSTRALIA.

The new decade gives us a renewed sense of identity and purpose that comes from finally delivering on the national reform and establishing a truly national rail safety regulator for Australia. Of course this comes against the backdrop of the COVID-19 pandemic and the significant challenges it presents to the broader community and the rail industry itself. In the months before the Coronavirus crisis, the removal of the service level agreement in Victoria and the opening of our Melbourne office late last year was the culmination of more than a decade's work by a determined and dedicated team of people right around Australia - a team I have been proud to work alongside and lead. It is genuinely satisfying to know that from 2020 all Australians, whatever stake they may have in our rail industry, are being afforded all the benefits and protection of *Rail Safety National Law*.

Of course, that doesn't happen automatically and at ONRSR we are working tirelessly to ensure that we continue to challenge those we regulate to have a stronger and

smarter commitment to safety including learning from recent rail incidents that have sadly resulted in loss of life.

Our agenda will once again be supported by our risk-based approach to regulation and will focus on developing the necessary tools and relationships for it to be successful. In recent years we have made great improvements to the way we collect and analyse relevant data, and in turn how we translate it into work in the field that delivers real safety benefits on the rail network. In addition to a comprehensive national work program, we are enhancing our education function by devoting time and resources to a new set of national priorities that address some of the most pressing safety issues facing the rail sector today.

The ONRSR Corporate Plan 2020-2023 documents the activities that underpin this exciting programme and details how we will support our most important asset of all, our national team of people, to deliver it.

Over the next ten years, as we have in the last, we will no doubt see quantum shifts in the rail landscape in Australia as we live through arguably the greatest period of technological progression in history. Many in the industry will be working hard to innovate, modernise or just keep up with the pace of change and the development of new technology. For ONRSR, the true test will be ensuring the fundamental focus on safety never wavers.

Just how successful we are will undoubtedly define us in the decade to come.

Sue McCarrey
Chief Executive / National Rail Safety Regulator

May 2020





ABOUT THIS PLAN

ONRSR's Corporate Plan 2020–2023 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.

1. 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.

SAFE RAILWAYS FOR AUSTRALIA

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.

1.3 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.



Sue McCarrey



Cathie Scott



Trish White

1.4 OUR
RELATIONSHIPS
& 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 their 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.



2. 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. ONRSR’s national work program will feature a renewed emphasis on a track worker safety inspection regime that includes planned and unplanned inspections that focus on both planning of track work and execution at worksites, coordinated and concentrated ‘special event’ activities and audits. The opportunities presented by new technologies, such as engineering solutions, will also be a focus of discussions with operators.



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. In this context ONRSR will continue its development and delivery of a Level Crossing Reporting Portal accessible to relevant operators and stakeholders. Similarly, the commitment to address the over representation of heavy vehicles in level crossing occurrences will be furthered in conjunction with TrackSafe and state trucking associations.



CONTRACTOR MANAGEMENT (NEW)

A new national priority for ONRSR reflecting the increasing use of contractors in the Australian rail industry and their vulnerability to breaches of *Rail Safety National Law* and increasing tendency to be involved in accidents. ONRSR’s focus will be on ensuring contractors are fully aware of their duties and safety requirements under the law. Emphasis too will be placed on clarity around effective management, control and communication on sites and projects where multiple contractors are involved and investigating means of ensuring operators can gain assurances that contracted work is being adequately performed.



CONTROL ASSURANCE ACTIVITIES (NEW)

A new national priority for ONRSR that comes in response to inspection and investigation findings that reveal the inconsistent or inadequate application of safety assurance principles and activities among operators across the industry. ONRSR will be closely monitoring the development and effectiveness of operators’ internal audit programs with a particular focus on ensuring appropriate application of risk-based monitoring of safety controls by workers.

3. 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

4. STATEMENT OF INTENT

Our Statement of Intent outlines our priorities and describes our key functions. These priorities provide the framework for the strategic and operational goals set out in this plan. Our Statement of Intent 2020–2023 was agreed by the Transport and Infrastructure Council in June 2020 and is available at www.onrsr.com.au

5. 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.

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 RSNL accreditation process and the regulator of a duty-based safety management regime.

The ONRSR Way was originally released in 2018 and is now being updated in 2020.

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



6. LAST YEAR'S PERFORMANCE

ONRSR undertook a wide range of regulatory activities and actions throughout the financial year 2018–2019, including those outlined in its national work program. In addition, there were a range of achievements that have driven the continued development and maturity of the business. These included delivery of the ONRSR Portal, completion of a legislative review into fatigue management in the Australian rail industry, conducting the second ONRSR Stakeholder Survey, development of a new three-year workforce plan for the organisation and 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 2019–2020.

7. 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.

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, with a key focus on undertaking compliance activities associated with national safety priorities and work with proponents of major rail projects to ensure safety issues are addressed. 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.

ACTIVITIES	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
Implement a national cost recovery model based on regulatory effort and risk subject to Transport and Infrastructure Council approval	July 2022
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
Under the national work program, enhance the delivery of tailored regulatory programs at operator level	Dec 2020
Strengthen the risk-based approach to the resourcing and assessment of accreditation applications	Dec 2020

2

REDUCE REGULATORY BURDEN
ON INDUSTRY

ONRSR has an ongoing commitment to maximising the application and effectiveness of *Rail Safety National Law*. This involves our work to undertake maintenance reviews of the RSNL, deliver reforms made possible by national regulation and to identify (in consultation with industry where appropriate) areas for improving the efficiency and productivity of both our regulatory interactions and their operations. We also seek to capitalise on the initial success of the ONRSR Portal by optimising its effectiveness as a regulatory and information sharing resource. These strategies and this goal are pursued while always maintaining an unwavering focus on rail safety.

ACTIVITIES	WHEN
Implement outcomes from the review of drug and alcohol management arrangements under the RSNL	July 2020
Implement outcomes from the review of fatigue management arrangements under the RSNL	Dec 2020
Review the Productivity Commission’s Final Report into the regulatory reform process and identify priority actions for ONRSR	Nov 2020
Leverage use of the ONRSR Portal to increase the range of regulatory interactions it facilitates	Ongoing

3 WORK WITH INDUSTRY TO ADDRESS NATIONAL RAIL SAFETY ISSUES

To complement compliance and enforcement activities ONRSR will, where required, develop specific strategies and programs to address its national priority projects and continue its active contribution to the implementation of industry's safety strategy. The development of guidance material that provides clarity for operators and supports industry and the Rail Industry Safety and Standards Board with the development of selected national standards, guidelines and products will continue. 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.

ACTIVITIES	WHEN
Develop and deliver national priority projects including: > Level crossing safety > Contractor management	 Jun 2021 2020-2021
Develop and manage a Level Crossing Reporting Portal on behalf of the National Level Crossing Safety Committee	Jun 2021
Conduct information sharing sessions with industry as required	Ongoing
Actively support RISSB to drive production of standards that address safety controls and their assurance	Ongoing
Increase immediate engagement following incidents to gather information to inform investigation and safety action decisions	Dec 2020
Distribute regular safety messages and resources for all rail safety stakeholders when and where required	Ongoing

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.

ACTIVITIES	WHEN
Enhance distribution channels for ONRSR information	Dec 2021
Improve the alignment of corporate planning and enterprise risk management processes	Dec 2020
Develop a strategic Human Resources plan for a fully national regulator	Dec 2020
Develop the capability, governance and infrastructure for appropriate information sharing with stakeholders	Dec 2021

KEY PERFORMANCE INDICATORS

ONRSR CORPORATE GOAL	ONRSR KPI	KPI MEASURE(S)	TARGET(S)
GOAL 1 Enhance our risk-based approach to rail safety regulation	<ul style="list-style-type: none">Australia’s rail networks are saferONRSR’s regulatory effort is risk-based	<ul style="list-style-type: none">The national rate of key occurrence category incidents, as reported to ONRSR	<ul style="list-style-type: none">Decrease
		<ul style="list-style-type: none">Number of drug and alcohol tests and % positive (ONRSR)	<ul style="list-style-type: none">0% positive
		<ul style="list-style-type: none">Number of drug and alcohol tests and % positive (industry)	<ul style="list-style-type: none">0% positive
		<ul style="list-style-type: none">% of set minimum interaction levels achieved in previous calendar year	<ul style="list-style-type: none">100%
GOAL 2 Reduce the regulatory burden on industry	<ul style="list-style-type: none">ONRSR’s regulatory activities are efficient	<ul style="list-style-type: none">% of preliminary audit reports issued within four weeks of an audit	<ul style="list-style-type: none">90%
		<ul style="list-style-type: none">% of inspection reports issued within four weeks of an inspection	<ul style="list-style-type: none">90%
		<ul style="list-style-type: none">% of policies and legislative changes consulted on	<ul style="list-style-type: none">100%
		<ul style="list-style-type: none">% of key activities (occurrences and monthly returns) reported via the ONRSR Portal	<ul style="list-style-type: none">100%
GOAL 3 Work with industry to address national rail safety issues	<ul style="list-style-type: none">ONRSR collaborates with industry to deliver projects that improve rail safety	<ul style="list-style-type: none">The national rate of occurrences associated with national priorities, as reported to ONRSR	<ul style="list-style-type: none">Decrease
		<ul style="list-style-type: none">% adoption of ONRSR’s major project guidance	<ul style="list-style-type: none">100%
GOAL 4 Invest in ONRSR’s national capability, governance and culture to drive our strategic intent	<ul style="list-style-type: none">ONRSR has appropriately skilled and experienced staff	<ul style="list-style-type: none">% annual voluntary staff turnover	<ul style="list-style-type: none">10-15%
		<ul style="list-style-type: none">% of payroll invested in training and development activities	<ul style="list-style-type: none">1-2%
	<ul style="list-style-type: none">ONRSR staff are safe in the workplace	<ul style="list-style-type: none">Annual lost time injury frequency rate (LTIFR)	<ul style="list-style-type: none">0

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