

24
25

CORPORATE PLAN



onrsr



SAFE RAILWAYS FOR AUSTRALIA

CONTENTS

CHIEF EXECUTIVE'S MESSAGE	2
OUR ORGANISATION	3
GOVERNANCE STRUCTURE	4
Executive Management Team	5
Our Teams	6
Corporate Services	6
National Operations	6
Technical Services	6
Office of the Chief Executive	7
Safety Strategy	7
Policy	7
Stakeholder Engagement and Influence	7
Legal Services	7
Relationships and Stakeholders	8
STRATEGIC DIRECTIONS 2024-2027	10
Leverage data and intelligence to enhance our approach to risk-based regulation	12
Ensure our people are valued, skilled and engaged	13
Cultivate strong and collaborative relationships with key stakeholders	14
Position ONRSR as a future-focused and sustainable regulator	16
Influence safety practices and build safety knowledge among rail transport operators	17
REPORTING	18



CHIEF EXECUTIVE'S MESSAGE

A HALLMARK OF ANY HIGH PERFORMING ORGANISATION IS ITS ABILITY TO ADAPT AND DELIVER WHEN IT MATTERS MOST. AT ONRSR THAT IS THE VERY CHALLENGE AND OPPORTUNITY BEFORE US AS WE EMBRACE NEW ROLES AND FUNCTIONS AND EMBARK ON A RENEWED CORPORATE DIRECTION.

Through our own self-assessment, a formal legislative review and agreed national reforms, the course has been carefully and comprehensively set. As the pages that follow demonstrate, these evaluations have provided us with a clarity of purpose and process that will reinforce ONRSR's standing as an effective, efficient and contemporary safety regulator.

It is clear too that, having established strong foundations throughout the first decade of operation, ONRSR's focus has necessarily shifted to the pursuit of a more sophisticated strategy supported by a reimagining of relationships. At its core is a commitment to enhanced risk-based regulation, sharing of information and insights and collaboration with industry partners that can not only drive the rail reforms and safety outcomes we all covet, but potentially unlock solutions to problems and questions facing the Australian rail industry.

I am determined to lead an ONRSR team that is more transparent, engaged and influential – one that is fully committed to building safety knowledge across the

industry it regulates and is equipped and empowered to lift the bar on our performance as a regulator and as a safety leader. By collaborating with our industry partners and working together to support collective efforts to drive innovations in risk-based, data-driven approaches we can take both sustainable and substantial steps toward regulation that provides safe railways for Australia.

We have not only an opportunity but an obligation to deliver. I know the expectations of the industry and our stakeholders will be high, but ours are too – and they are expectations we intend not only to embrace, but to achieve and surpass.

Dr Natalie E Pelham
Chief Executive and National Rail Safety Regulator

December 2024

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, Executive Director – Corporate Services, and Executive Director – Technical, 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.



Simon Foster
Executive Director,
Technical

Dr Natalie Pelham
Chief Executive

Peter Doggett
Chief Operating
Officer

Sasha Viergever
Executive Director,
Corporate Services

OUR TEAMS



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.

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.

TECHNICAL SERVICES

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.

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.**



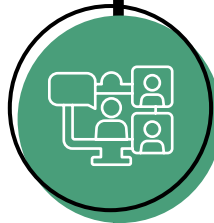
STRATEGIC PRIORITIES



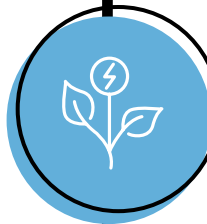
**LEVERAGE DATA AND INTELLIGENCE
TO ENHANCE OUR APPROACH TO
RISK-BASED REGULATION**



**ENSURE OUR PEOPLE ARE
VALUED, SKILLED AND ENGAGED**



**CULTIVATE STRONG AND
COLLABORATIVE RELATIONSHIPS
WITH KEY STAKEHOLDERS**



**POSITION ONRSR AS A FUTURE-
FOCUSED AND SUSTAINABLE
REGULATOR**



**INFLUENCE SAFETY PRACTICES AND
BUILD SAFETY KNOWLEDGE AMONG
RAIL TRANSPORT OPERATORS**



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

FOCUS AREA

KEY INITIATIVES 2024-2025

REFINE RISK-BASED APPROACH

Refine our national approach to risk-based regulation to better target our resources to deliver the greatest safety improvement impact.

1.1 REFINE THE ONRSR RISK MODEL AND SUPPORTING DECISION TOOLS TO DETERMINE:

- a) risks and risk profiles at the operator, sector and industry level;
- b) the mix of regulatory activities to;
 - i) allocate resources to regulatory activities; and
 - ii) establish and address safety issues and priorities.

1.2 DELIVER A REVISED NATIONAL WORK PROGRAM that incorporates 1.1 and Engagement and Education Program.

INFORM DECISIONS

Continue to evolve our regulatory intelligence framework, our qualitative and quantitative data sets, to enhance the quality and consistency of decision making.

1.3 REVISE THE ANNUAL SAFETY REPORT to incorporate causal and contributing factors explanation that aid in understanding safety performance and where to focus attention to address safety issues and risks.

GAIN INSIGHTS

Continue to build our data analytics capabilities to transform intelligence into actionable insights, to support internal improvement and industry-wide knowledge sharing.

1.4 DEVELOP A DATA AND ANALYTICS STRATEGY

to identify the ONRSR data model and data sets, a road map to deliver actionable insights and staff data capability needs.

1.5 ENHANCED INVESTIGATION STRATEGY to

deliver a more streamlined investigation process and revised investigation manual for a) incidents and b) triggers where risk hasn't yet been realised but has the potential for significant harm.

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 2024-2025

FOSTER A SUPPORTIVE CULTURE

Reinforce leadership behaviours where everyone feels respected, connected and trusted.

2.1 DEVELOP AND IMPLEMENT THE ONRSR WORKPLACE CULTURE ROAD MAP to optimise the ONRSR culture with an emphasis on agreed organisational behaviours that support high performing teams and engender trust, respect and psychological safety.

2.2 IMPLEMENT THE ONRSR LEADERSHIP EXCELLENCE STRATEGY to embed adaptive leadership behaviours and approach.

2.3 CONDUCT A CULTURE PULSE CHECK.

BUILD CAPABILITY

Empower our people with the skills, knowledge, and confidence to navigate the evolving rail landscape.

2.4 EXTEND THE ONRSR CAPABILITY FRAMEWORK by mapping and defining priority capabilities needed to support (a) all ONRSR staff and (b) the evolving risk-based approach.

2.5 REFRESH THE ONRSR WAY to provide greater transparency and granularity of ONRSR's risk-based regulatory approach including refresh of supporting operational policies and procedures.

ATTRACT AND ENGAGE

Tackle current and future capacity challenges.

2.6 REVIEW ONRSR WAYS OF WORKING to document our hybrid approach to work that balances individual, team, and organisational needs and flexibility.

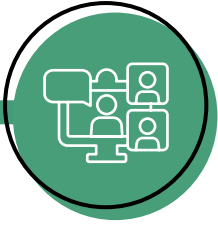
2.7 IMPLEMENT THE (REVISED) ONRSR CHANGE MANAGEMENT FRAMEWORK to effectively carry out and monitor implementation of change.

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.



CULTIVATE STRONG AND COLLABORATIVE RELATIONSHIPS WITH KEY STAKEHOLDERS

FOCUS AREA

KEY INITIATIVES 2024-2025

ENGAGE INDUSTRY

Seek input and share relevant information for specific safety outcomes.

3.1 DEVELOP AN ONRSR ENGAGEMENT

AND EDUCATION STRATEGY to outline the approach to engage duty holders and key rail safety stakeholders.

3.2 CONDUCT A REVIEW OF ONRSR'S

STAKEHOLDERS to ensure relevant approaches to deliver education and information sharing functions.

COLLABORATE NATIONALLY

Identify key stakeholders for collaboration on important safety issues.

3.3 ESTABLISH COLLABORATION

PARTNERSHIPS WITH KEY INDUSTRY STAKEHOLDERS to understand and address agreed safety issues and priorities.

3.4 ESTABLISH A PROCESS TO PRIORITISE SAFETY ISSUES.

INFLUENCE POLICY DIRECTION

Enhance relationships with industry associations, unions, government and ministerial stakeholders.

3.5 DEVELOP A DEEP UNDERSTANDING OF GOVERNMENT POLICY AND REFORM AGENDA.

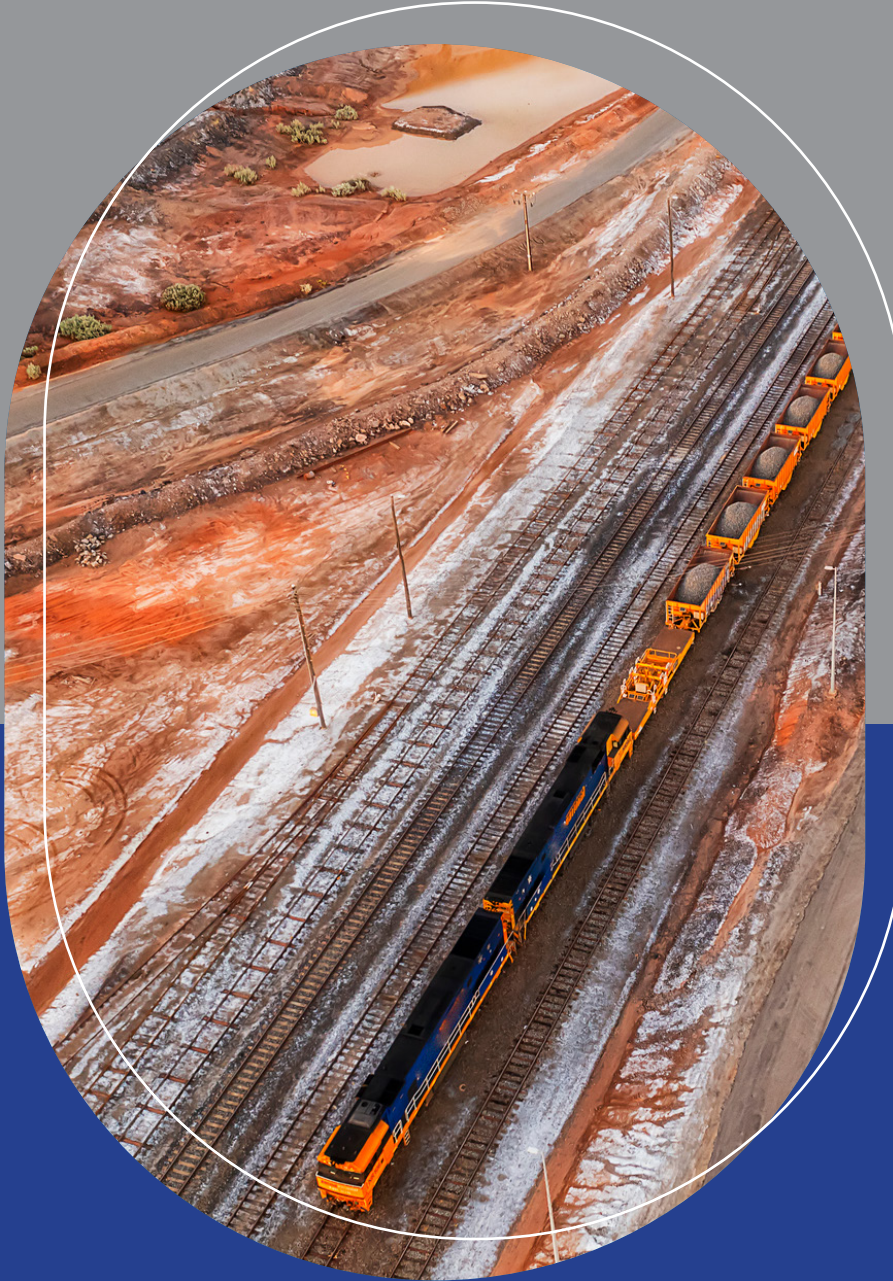
3.6 IMPLEMENT THE RSNL REVIEW RECOMMENDATIONS.

IMPACT

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

OUTCOME

The rail industry and key stakeholders value ONRSR's engagement.



*“Empower our people with the skills,
knowledge, and confidence to navigate
the evolving rail landscape.”*



POSITION ONRSR AS A FUTURE-FOCUSED AND SUSTAINABLE REGULATOR

FOCUS AREA

KEY INITIATIVES 2024-2025

DEMONSTRATE IMPACT

Promote outcomes-based measurement to demonstrate efficiency and effectiveness.

4.1 DELIVER A REVISED COST RECOVERY MODEL.

4.2 DEVELOP KPIs TO DEMONSTRATE ONRSR IS AN EFFECTIVE AND EFFICIENT REGULATOR.

CONTINUOUSLY IMPROVE

Learn from internal and external evidence to benchmark and improve how ONRSR is going and growing.

4.3 DELIVER AN IT REMEDIATION PROGRAM to ensure baseline systems support the development of the efficient and effective regulatory model and the operational landscape and realities.

4.4 DELIVER A NEW GOVERNANCE FRAMEWORK.

PREPARE FOR THE FUTURE

Ensure ONRSR's strategic planning prepares it to meet future challenges and opportunities.

4.5 REVIEW REGULATORY TOOLS, FUTURE SKILL SETS AND PROCESSES with an emphasis on risk management, data analytics and emerging technology to stay ahead in regulatory practices and knowledge.

4.6 CONDUCT FUTURE SCENARIO PLANNING to identify challenges and opportunities for ONRSR.

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.



INFLUENCE SAFETY PRACTICES AND BUILD SAFETY KNOWLEDGE AMONG RAIL TRANSPORT OPERATORS

FOCUS AREA

KEY INITIATIVES 2024-2025

AMPLIFY INFLUENCE CHANNELS

Ensure the right messages reach the right audiences, maximising our influence on safety practice.

5.1 REVIEW AND ENHANCE ONRSR’S EXTERNAL COMMUNICATIONS CHANNELS AND TOOLS

to ensure a range of mechanisms are in place to effectively engage the rail industry and share safety information, insights, and lessons.

MOTIVATE INDUSTRY ACTION

Share trends, patterns and research relevant to the safety challenges faced by RTOs.

5.2 ESTABLISH AN ANNUAL EDUCATION AND ENGAGEMENT (SAFETY PROMOTION) PROGRAM,

along with an appropriate evaluation framework, to encourage and support the rail industry to achieve safety improvements.

INFLUENCE SAFETY PERFORMANCE

Share safety lessons, case studies and better practices to influence improvements in safety management.

5.3 DEVELOP ONRSR SAFETY STRATEGY

to identify safety issues/priorities, actionable insights and to define the safety problems to be solved across rail sectors and to be incorporated into the National Work Program.

IMPACT

% of stakeholders who believe ONRSR is a leader in safety improvement (stakeholder survey).

OUTCOME

Industry and stakeholders view ONRSR as a leader of safety improvement.



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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