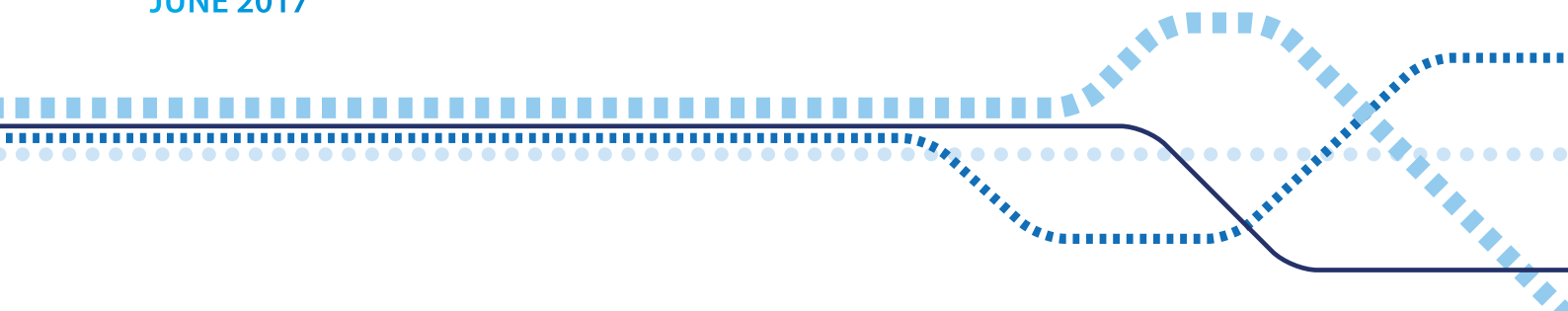




Strategic Plan 2017-2022

Rail Industry Safety
and Standards Board

JUNE 2017



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Rail Industry Safety and Standards Board

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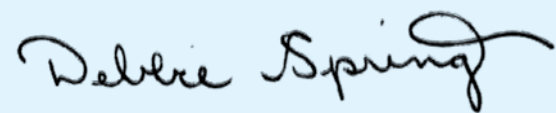
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1 Executive Summary

The Rail Industry Safety and Standards Board (RISSB) is the Australian Rail Industry Standards Development Organisation.

It is a not-for-profit (Corporations Law) company limited by guarantee, and is owned by its funding members who are by and large participants in the Australian Railway Industry. It has been in operation since 2003.

This Strategic Plan has been developed to move RISSB forward over the next five years and ensure that RISSB continues to shape the industry and add value to its members, governments and stakeholders. It has been developed in consultation with RISSB's members, governments and stakeholders. The consultation process commenced with a Future Inquiry Workshop held in March 2017 in which a large cross section of the rail industry met to discuss and share with RISSB Board Members and staff their vision of the role RISSB should play now and into the future.



Mission and Vision

RISSB's Mission is:

Working in partnership to create a safe, efficient and effective rail industry.

RISSB's Vision is:

To be the trusted leaders in the rail safety co-regulatory environment, providing products and services that enhance safety and efficiency.

Strategic Pillars

From the Future Inquiry Workshop, RISSB has developed six strategic pillars to achieve its Mission and Vision, and the business objectives in the Constitution over the next five years. These pillars are underpinned by detailed action plans and objective measurements.

STRATEGIC PILLAR 1: INDUSTRY SAFETY AND PRODUCTIVITY

We will develop products and services that improve and promote:

- Harmonisation for economies of scale which lead to productivity gains; improved safety and performance; and reduced risk.
- Interoperability between networks and modes where required.

STRATEGIC PILLAR 2: TECHNOLOGY AND INNOVATION

We will develop an agile and flexible framework with Industry to identify emerging technologies and systems, including automation, requiring RISSB products and services to support timely and safe implementation.

STRATEGIC PILLAR 3: VALUE ADD

We will create value adding products and services that promote safety, productivity and harmonisation within the rail industry.

STRATEGIC PILLAR 4: TRANSPARENT AND COLLABORATIVE PROCESSES

We will communicate transparently to members, governments and other stakeholders the processes for engagement in the strategic planning, product selection and development of our products and services.

STRATEGIC PILLAR 5: STAKEHOLDER ENGAGEMENT AND PROMOTION

We will collaborate and engage with members, governments and other stakeholders to strengthen relationships, build partnerships and ensure that the roles and responsibilities of RISSB are understood.

STRATEGIC PILLAR 6: LEADERSHIP

We will reinforce our leadership role in the co-regulatory model to improve safety and productivity within the Industry.

2 Business Environment

2.1 Overview of RISSB

In line with its Constitution, RISSB's primary business objectives are to:

- (a) Develop, manage and promote a suite of standards, rules, guidance materials and other documents, including the ACOP and National Rules to assist the rail industry to manage rail safety, improve efficiency and achieve safety outcomes through standardisation, interoperability and harmonisation;
- (b) Develop a risk model for the Australian rail operating environment that is based on data and other inputs that will help drive safety improvements by guiding prioritisation of standards development and regulatory activity and for use by the rail industry participants in directing their approach to safety management;
- (c) Provide independent technical advice; and
- (d) Undertake initiatives to support the rail industry's role in the co-regulatory model for rail safety in Australia.

2.2 RISSB Strategic Planning Process

This 2017-2022 RISSB Strategic Plan was approved by the RISSB Board in June 2017. It builds upon and replaces the previous RISSB Strategic Plan 2015.

This Strategic Plan has been developed to move RISSB forward over the next five years and ensure that RISSB continues to shape the industry and add value to its members, governments and stakeholders. It has been developed in consultation with RISSB's members, governments and stakeholders. The consultation process commenced with a Future Inquiry Workshop held in March 2017 in which a large cross section of the rail industry met to discuss and share with RISSB Board Members and staff their vision of the role RISSB should play now and into the future. The Strategic Plan will be reviewed and updated every 2 years on a rolling basis to ensure it continues to satisfy and meet members, governments and stakeholder requirements and add value to their organisations.

A RISSB business plan is produced annually and identifies activities (the work plan) that will be undertaken by RISSB each financial year. This plan is approved by the Board in June each year and complements the Strategic Plan by laying out the actions that will be implemented by RISSB management to achieve the Strategic Pillars outlined in this document. The business plan is also used as a reference tool by governments and the Board to ensure that RISSB is satisfying the Memorandum of Understanding.

2.3 Key Issues in RISSB's Business Environment

There are many environmental issues impacting the Rail Industry and RISSB which were taken into account when developing the 2017-2022 Strategic Plan. These include:

- Completion of the implementation of arrangements for a single National Rail Safety Regulator.
- Globalisation of industry with consequential importation of international standards and practices.
- Automation and new technologies that can significantly change the way the industry operates.
- An increase in government investment (both in terms of funds and policies) in rail throughout Australia.
- The inclusion of emerging industry sectors such as light rail, into the RISSB program.
- Restructure of RISSB's processes and procedures.



3 Mission and Vision

3.1 Aim of the Plan

The aim of the Strategic Plan is to drive the future of RISSB, and to ensure it continues to shape the industry and add value to its members, governments and stakeholders. The plan not only builds on the company's heritage, achievements and reputation, but also provides industry and RISSB with a path over the next five years to provide sustainable resourcing and expertise to tackle emerging issues that will affect the rail industry in the areas of safety and productivity.

3.2 RISSB's Mission and Vision Statements

Mission

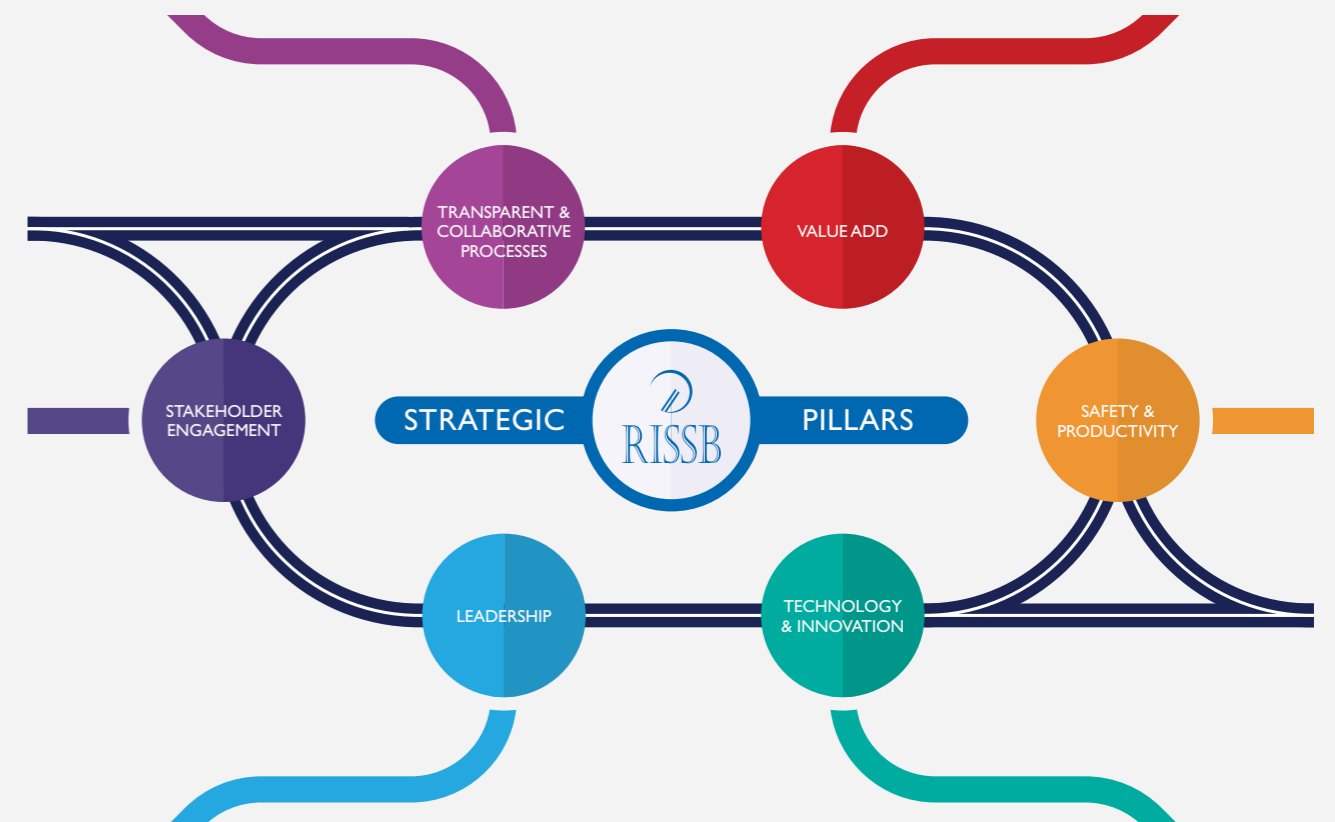
Working in partnership to create a safe, efficient and effective Rail Industry.

Vision

To be the trusted leaders in the rail safety co-regulatory environment, providing products and services that enhance safety and efficiency.

4 RISSB's Six Strategic Pillars

To achieve its Mission and Vision, and meet the objectives in the Constitution, RISSB over the next 5 years will build on the six Strategic Pillars below:



4.1 Strategic Pillar 1

INDUSTRY SAFETY AND PRODUCTIVITY

We will develop products and services that improve and promote:

- Harmonisation for economies of scale which lead to productivity gains, improved safety and performance, and reduced risk.
- Interoperability between networks and modes where required.

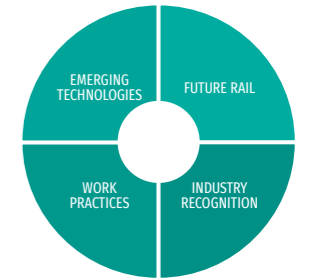


OBJECTIVES	MEASURES
Develop, manage, maintain and promote a quality suite of Standards to assist the Rail Industry to manage safety and productivity.	We will measure progress against our agreed production schedule annually. Our production schedule will be developed to ensure products that are produced compliment and meet the continual changing needs of industry and governments.
Develop a Risk Model (Phase one) and a rail incident database (Phase two) for the industry that is simple, easy to use and provides all stakeholders with enhanced risk management.	Work with the contracted consultant, industry and governments to ensure a working Risk Model (Phase one of the project) is live and available for industry to use to determine and mitigate risk. We will measure the database and ongoing strategy (Phase two) against the needs of industry and the output of the Risk Model.
Facilitate and maintain a modularised National Rules.	We will measure and review the development and implementation of the National Rules against the agreed work program and feedback from members and governments.
Provide quality services on a Fee for Service basis for the benefit of members, governments and RISSB.	RISSB will constantly review the needs of members and governments and where appropriate offer services on a Fee for Service basis that meets the needs of stakeholders and is financially viable to RISSB.

4.2 Strategic Pillar 2

TECHNOLOGY AND INNOVATION

We will develop an agile and flexible framework with industry to identify emerging technologies and systems, including automation, requiring RISSB products and services to support timely and safe implementation.



OBJECTIVES	MEASURES
Understand and promote innovation in the Rail Industry and be responsive to changing needs.	We will engage with industry including Rail Transport Operators, Rail Infrastructure Managers and suppliers through technical and environmental scans to ensure RISSB is at the forefront of technical innovations and work trends and their potential impacts on industry.
Develop a Technical Roadmap of the rail sector to provide all stakeholders with information on emerging trends and work practices.	We will initiate an environmental and technical scan of the rail and rail supply sectors to develop a long term strategy which provides for future requirements and highlights current gaps in the marketplace.
Identify and develop RISSB products in advance of emerging technologies and work practices to support their timely and safe introduction.	Through the Priority Planning Process and Standing Committees, we will engage with suppliers and subject matter experts to ensure products, practices and innovations are implemented into the industry in a safe, timely and efficient manner.
Be recognised as the industry's and governments first "port of call" in enabling new products and services to be introduced safely into the industry.	We will measure the take up of new product linked to new innovations, technologies and work practices that have been identified and supported by RISSB.

4.3 Strategic Pillar 3 VALUE ADD

We will create value adding products and services that promote safety, productivity and harmonisation within the rail industry.



OBJECTIVES	MEASURES
Enable the Rail industry and governments to fully understand and appreciate the benefits and value-add of RISSB's products.	RISSB will inform and educate its members, governments and stakeholders on the benefits of taking up RISSB products and services.
Maximise the opportunity for its members, governments and stakeholders to input into and participate in the identification and development of RISSB products to maximum value add.	RISSB will provide its members, governments and stakeholders with the opportunity to engage in the product development process and will constantly strive to improve the effectiveness and efficiency of the Planning Priority Forum.
Be recognised as the Rail Industry's only developer of Australian Standards and complimentary products and services.	We will measure membership growth and retention with a view to ensuring all stakeholders in the Rail Industry have access to, and take up RISSB products and services.

4.4 Strategic Pillar 4 TRANSPARENT AND COLLABORATIVE PROCESSES

We will communicate transparently to Members, Governments and other Stakeholders the processes for engagement in the strategic planning, product selection and development of our products and services.



OBJECTIVES	MEASURES
Ensure RISSB's processes for strategic planning and product selection and development are collaborative, easy to use by its members, governments and stakeholders and delivered through a variety of channels to facilitate and promote two-way engagement and participation.	We will measure the effectiveness of the various engagement methodologies and channels and the information and advice being disseminated, against the approved Communications Plan.
Ensure the Rail Industry and governments are fully aware of and are actively using RISSB's processes for strategic planning, and product selection development and prioritisation.	
Maximize the opportunity for members, governments and stakeholders to input into and participate in the identification and development of RISSB products to maximum value add.	We will measure progress through the number of standards proposed by industry and governments and participation in Standing Committees and Development Groups.
Drive continuous improvement and streamlining of RISSB's processes and procedures.	We will measure the cost and time taken to produce products and constantly seek ways to improve our performance against these criteria.
Provide a collaborative and professional work environment where employees are responsive to stakeholders needs, valued for their contribution to both the company and industry, and respected for their expertise.	We will measure the success of our team against the annual Work Plan, industry response to surveys and employees' responses to internal engagement surveys.
Maintain strong governance and effective risk management to ensure RISSB meets its Constitutional objectives and remains financially sustainable.	We will measure progress against the RISSB Good Governance Plan, and meeting of financial targets and budgets.

4.5 Strategic Pillar 5

STAKEHOLDER ENGAGEMENT AND PROMOTION

We will collaborate and engage with members, governments and other stakeholders to strengthen relationships, build partnerships and ensure that the roles and responsibilities of RISSB are understood.



OBJECTIVES	MEASURES
Provide efficient and effective two-way communication channels so that RISSB's members, governments and other stakeholders are kept abreast of what is happening at RISSB in a timely and consistent manner.	We will measure the effectiveness of the various engagement methodologies and channels and the information and advice being disseminated, against the approved Communications Plan
RISSB is the industry's and governments partner of choice for safety management and strategy.	We measure the number of joint initiatives with stakeholders that result in RISSB championing safety in the industry.
Continual increase in RISSB membership and product and services take-up.	We will measure the number and retention of our Members on a year-to-year basis, and monitor and report on take up of products and services.
The Rail industry and governments fully understand and respect RISSB's roles and responsibilities and value-add to the Industry.	We will measure industry awareness and perception of RISSB and its expertise through stakeholder surveys conducted regularly throughout the year.

4.6 Strategic Pillar 6

LEADERSHIP

We will reinforce our leadership role in the co regulatory model to improve safety and productivity within the rail industry.



OBJECTIVES	MEASURES
Be the Leader and Champion on safety management and strategy in the Rail Industry and be recognised by our members, governments and stakeholders as such.	We will monitor and measure our effectiveness through industry engagement, participation in product development and take up of products and services.
Drive industry in the development, implementation and maintenance of products and services that increase safety, harmonisation and productivity.	
Be recognised and respected by industry for our wealth of knowledge and expertise on all matters pertaining to safety and productivity in the rail industry.	We will measure industry awareness and perception of RISSB and its expertise through stakeholder surveys conducted regularly throughout the year.
Work closely with the ONRSR as an equal partner in the co regulatory model.	We will measure the number of joint initiatives with the Regulator that result in RISSB membership being attractive to all accredited parties.

5 RISSB Values and Behaviours



The RISSB Board and staff adhere to a set of values and behaviours to ensure:

- A safe, efficient, effective and happy work environment, and
- Effective engagement with members, governments and stakeholders.

These values and behaviours are shown in the following table:

VALUE	BEHAVIOUR
Integrity	We treat everyone with respect We always act professionally We behave ethically
Accountability	We take responsibility for our actions We value results We deliver on our commitments
Excellence	We are inquisitive We find and adopt ideas We deliver quality
Safety	We strive to prevent incidents We embed safety in all our actions We take a risk based approach
Proactive Engagement	We actively seek engagement We are open minded We will consult openly and widely

6 Risks



RISSB has adopted ISO 31000 Risk Management for risk oversight, management and internal control. In accordance with this standard, RISSB also implemented a Risk Management Policy, Risk Management Framework and Risk Register. The Risk Register is reviewed regularly by the Audit and Risk Committee of the RISSB Board.



