Rail Industry
Safety Strategy
2016–2020

One law
One regulator
One investigator
One industry

Context

The national rail reform agenda

As part of broad reforms to deliver a "Seamless National Economy", in 2011 the Council of Australian Governments (COAG) entered into an intergovernmental agreement on rail safety regulation and investigation with the objectives of:

- improved rail safety for the Australian community; and

- seamless national safety regulation of rail operations.

These would lead to the following outcomes for the rail industry:

- promotion of safety and safety improvement in the delivery of rail transport;

- improved productivity and efficiencies from consistent national requirements; and

- decreased regulatory burden.

This led to the introduction of the Rail Safety National Law in 2012 which has been progressively mirrored across jurisdictions. On 20 January 2013 the Office of the National Rail Safety Regulator (ONRSR) commenced operations and since then has been incorporating state based regulators, and the Australian Transport Safety Bureau (ATSB) extended its role to conduct 'no blame' rail safety investigations nationally.

The rail industry's safety vision

In 2015 the rail industry, through the ARA, published its vision for rail safety:

> *Working as one industry in an effective co-regulatory framework, rail will strive to be a world leader in passenger and freight rail safety.*

This document describes the strategic approach, and high level actions that the rail industry will pursue in order to realise the above vision, in keeping with the Council of Australian Governments (COAG) national reform agenda.

One law, one regulator, one investigator, one industry

Central to the safety vision, and subsequently this strategy, is the concept of "one industry". The rail industry is committed to working together to improve, and bring national consistency to the management of safety. This includes working collaboratively, working for industry (alongside the individual company), and sharing safety information, issues and successes. It extends to building on Rail's safety culture successes; the actions in this strategy will assist in encouraging a strong safety culture across the industry. In recognition of the need for strong safety leadership, this strategy seeks support from the highest levels in industry.

The vision document describes a maturity continuum from prescriptive, compliance based regulation through to industry self-regulation. Through this strategy Rail will increase its maturity and leadership in safety, and seek to become the safety champion articulated in the vision. Within our co-regulatory framework, the goal is to achieve the paradigm shift that will take rail closer towards to the self-regulation end of the continuum with ONRSR providing regulatory oversight. Speaking with one voice, Industry continues to work in collaboration with ONRSR and ATSB to achieve this.

Working as one industry "looks like":

- consistent application of legislation, standards, guidelines and codes of practice

- providing appropriate, accurate and timely data

- ensuring rail safety worker competencies are harmonised across the industry

- consistently applying operating rules and safety practices

- ensuring effective intra, and inter-industry relationships /communication

The industry has commenced this approach through specific focus areas around SPAD management, Rail Industry Worker (RIW) competency harmonisation and road rail vehicle management.

This Safety Strategy

In 2010 RISSB published a safety strategy on behalf of the rail industry. The period that has followed has been marked by significant change. COAG's national rail reform agenda has led to the establishment of ONRSR and the expansion of ATSB, RISSB and ARA have been reorganised, ACRI has been created and the industry has made significant progress on many safety issues as well as publishing its safety vision. In light of this, and in order to contribute to the outcomes set out by COAG, the industry has recognised the need to update its safety strategy.

This strategy, updated with the help of RISSB and ARA, is based on 3 key themes each with a series of actions and descriptions of what will be achieved:

1. Regulation,

2. Information Systems, and

3. Education.

The industry will need to continue to exhibit certain behaviours, indeed increasingly so, in delivering this strategy, namely:
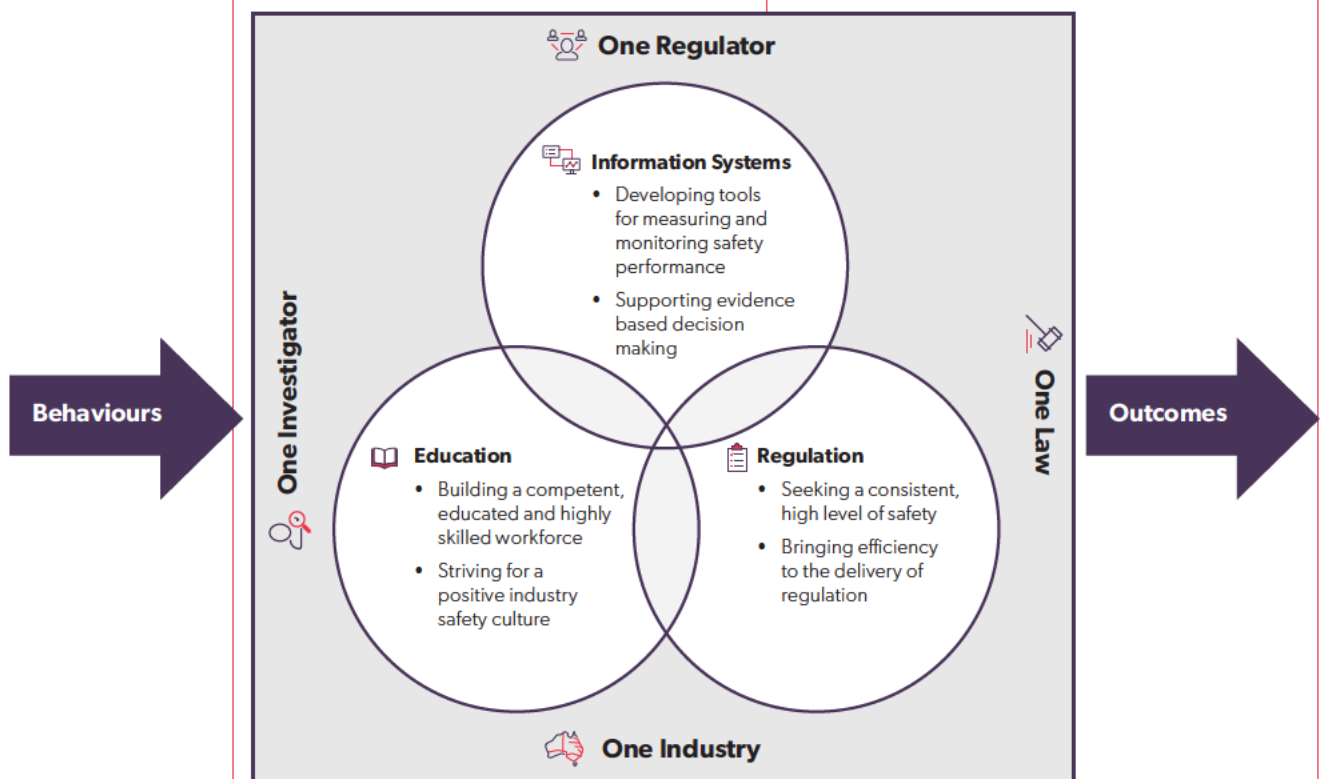
- Trust

- Openness

- Commitment

- Leadership

- Collaboration

- A genuine desire to improve, and

- A willingness to explore innovative solutions

The strategy spans a 5 year time horizon to 2020 where the Industry will revaluate it. The strategy is reviewed every year for progress against actions.

Strategic themes

These themes—Regulation, Information Systems, and Education—are driven by the 8 focus areas from the Industry's published safety vision. The diagram below shows how the strategic themes work together to support the vision. The high level actions and outcomes in this document summarise separate, more detailed work plans that the Industry uses to drive and measure progress against this strategy. See 'Delivering this strategy'.

Behaviours →

One Regulator

One Investigator

One Law

One Industry

Information Systems
- Developing tools for measuring and monitoring safety performance
- Supporting evidence based decision making

Education
- Building a competent, educated and highly skilled workforce
- Striving for a positive industry safety culture

Regulation
- Seeking a consistent, high level of safety
- Bringing efficiency to the delivery of regulation

Outcomes →

Regulation

'Regulation' is about the industry supporting COAG's 2011 intergovernmental agreement and helping to realise its objectives and outcomes for the benefit of the rail industry.

AIM:

To achieve a consistently high level of safety across the country, and a step change in the efficiency with which it is delivered (both within the industry and in regulation).

This will come about through rail performing as a single industry, having a consistent rail safety national law, and a single national regulator and investigator.

Ref	What are we going to do?	What will we achieve?
R1	Lobby governments for jurisdictions to join ONRSR (and move past SLAs)	ONRSR is the single national regulator
R2	Support efficiencies in 'operational' regulation by proactively providing feedback and participating in consultation processes as they arise	ONRSR corporate plan demonstrates continuous improvement
R3	Support efficiencies in the business of regulation	Total (normalised/indexed) cost of regulation does not increase
R4	Work with ONRSR and NTC to maintain the RSNL and drive out regional inconsistencies	A single national law is in place, and applied consistently
R5	Lobby governments for jurisdictions to join ATSB	ATSB is the single national investigator
R6	Support the prioritisation of national standards (& codes of practice / guidelines) according to industry needs	RISSB's business plan will focus on those projects of greatest value to the industry
R7	Support the efficient delivery of high quality national standards (& codes of practice / guidelines)	The content of RISSB's products will be fit for purpose and be delivered in a timely and cost effective manner
R8	Encourage the adoption of national standards (& codes of practice / guidelines)	Upon publication of RISSB products there will be a clear path to benefit realisation

Information Systems

'Information Systems' relates to the way industry measures and monitors its safety performance. It's about the formal and informal tools that industry relies on to make robust decisions.

To enable evidence based decision making for the whole of industry for the effective management of safety risk.

This means industry will develop a national risk model supported by a national incident database populated by quality safety data.

Ref	What are we going to do?	What will we achieve?
I1	Work with ONRSR to review ON-S1 and OC-G1	The industry will receive clearer, more user friendly guidance on mandatory reporting
I2	Working with ONRSR, develop and implement an interim safety data strategy	The industry agreed safety data strategy will improve the efficiency, consistency and quality of current processes
I3	Develop the scope and funding proposal for a national safety information system, and promote the project around the industry	The scope and funding for a national safety information system are agreed
I4	Build or acquire a national safety information system including: • a risk model • a database (including user interface)	A fully functional risk model and data base are established
I5	Operationalise and maintain a national safety information system including: • an industry promotion/education/engagement plan • ongoing management and governance	The national safety information system properly embedded within the industry with the required support

Education

'Education' is about ensuring Rail has a highly skilled, well educated, competent workforce leading to high levels of job satisfaction and a positive safety culture. It seeks to improve Rail's attractiveness as a career pathway.

AIM:

For Australian rail to share consistently high values, positive attitudes and exhibit behaviours that are conducive to continuous improvement in safety.

This will mean that Australian rail organisations will hold united ideas and beliefs about risk, accidents and wellbeing, instilling a safety culture that reduces incidents in rail and injury to our workers. It will explore and evaluate opportunities to introduce innovative systems of work or technical options that can be used by industry to improve safety performance and outcomes.

Ref	What are we going to do?	What will we achieve?
E1	Work with industry to achieve a commitment to a unified positive safety culture	Statement of intent agreed and embedded within industry
E2	Promote the proactive management of the industry safety strategy	Regular reporting to industry on status of actions from the industry safety strategy
E3	Continue to develop and promote the use of a single safety culture tool for implementation across the rail industry	Greater take-up of RISSB's safety culture tool (OCWHaS)
E4	Work with industry to ensure it effectively manages the competence of its workforce	RIW scheme expands scope
E5	Encourage the promotion of national safety campaigns as it relates to risk, incident and wellbeing	A national safety campaign program bringing a consistent safety message to our workers
E6	Proactively promote industry leadership	Rail behaves as a safety champion
E7	Industry to work with key stakeholders to offer a forum(s) to identify areas where innovation would improve safety, and potential solutions	6–12 monthly forum
E8	Mobilise industry resource to maximise the value of ONRSR's safety improvement program	Improvement in areas identified by ONRSR as safety priorities

An integrated strategy

While this document describes the various actions being undertaken as part of this strategy, in practice those activities are interrelated and many meet multiple objectives. The following table shows how elements of strategy fit together.

		Regulation	Information	Education
R1	Lobby governments for jurisdictions to join ONRSR (and move past SLAs)	✓		✓
R2	Support efficiencies in 'operational' regulation by proactively providing feedback and participating in consultation processes as they arise	✓		✓
R3	Support efficiencies in the business of regulation	✓		✓
R4	Work with ONRSR and NTC to maintain the RSNL and drive out regional inconsistencies	✓	✓	✓
R5	Lobby governments for jurisdictions to join ATSB	✓	✓	✓
R6	Support the prioritisation of national standards (& codes of practice / guidelines) according to industry needs	✓		
R7	Support the efficient delivery of high quality national standards (& codes of practice / guidelines)	✓		
R8	Encourage the adoption of national standards (& codes of practice / guidelines)	✓		
I1	Work with ONRSR to review ON-S1 and OC-G1	✓	✓	
I2	Working with ONRSR, develop and implement an interim safety data strategy	✓	✓	✓
I3	Develop the scope and funding proposal for a national safety information system, and promote the project around the industry	✓	✓	✓
I4	Build or acquire a national safety information system including: • a risk model • a database (including user interface)	✓	✓	✓
I5	Operationalise and maintain a national safety information system including: • an industry promotion/education/engagement plan • ongoing management and governance	✓	✓	✓
E1	Work with industry to achieve a commitment to a unified positive safety culture	✓		✓
E2	Promote the proactive management of the industry safety strategy	✓		✓
E3	Continue to develop and promote the use of a single safety culture tool for implementation across the rail industry	✓	✓	✓
E4	Work with industry to ensure it effectively manages the competence of its workforce	✓	✓	✓
E5	Encourage the promotion of national safety campaigns as it relates to risk, incident and wellbeing	✓		✓
E6	Proactively promote industry leadership	✓	✓	✓
E7	Industry to work with key stakeholders to offer a forum(s) to identify areas where innovation would improve safety, and potential solutions			✓
E8	Mobilise industry resource to maximise the value of ONRSR's safety improvement program	✓	✓	✓

Delivering the strategy

This strategy has been developed by industry (with RISSB and ARA) through the cross-industry Safety Managers Group (SMG). The SMG represents all the sectors of the rail industry, and does its industry level work on an in-kind basis in the spirit of this being 'one industry'.

The SMG is comprised of a 'core group' who 'own' and take responsibility for delivering this strategy. The agenda for SMG core group meetings is built around monitoring activity and reporting on progress as well as overcoming challenges/barriers within the 3 strategic themes. The actions within each strategic theme have a leader on the SMG who oversees a more detailed work plan that sits underneath this strategy. A key purpose of the core group is to link this strategy to other industry activity to ensure national coordination. The core group does this by either bringing those other activities within the strategy, or establishing communication channels so that interrelationships can be managed. The core group also discusses how input and buy-in are to be achieved from broader industry.

Beyond the core group, SMG draws on a pool of active industry participants (SMG active group) to move activity forward.

SMG engages with other industry groups as well as broader industry to gather input, and embed deliverables; e.g. via its post meeting (quarterly) communique.

SMG engages with RISSB primarily through RISSB's Safety Standing Committee, especially to initiate or oversee production of a Standard, a Code of Practice or a Guideline; and with the ARA primarily for Policy matters, or as an interface to ONRSR on regulatory issues.

The diagram below outlines the key stakeholders in rail safety.
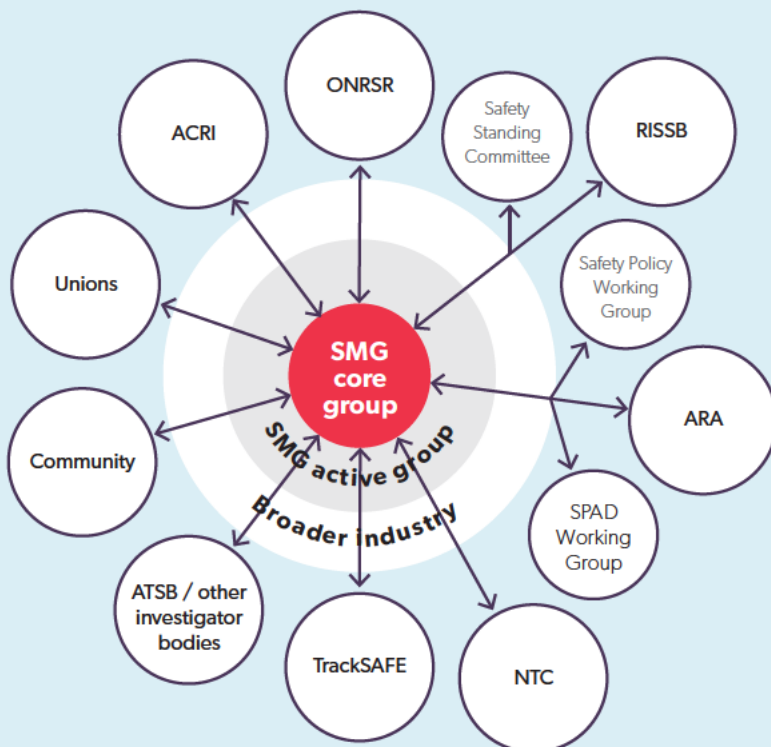
The Rail Industry and Safety

The rail industry in Australia is large with well over 100,000 people directly or indirectly employed. Every year passenger services carry around 900m people and freight volumes are over 1 billion tonnes.

The industry includes passenger and freight operators, track owners, contractors involved in construction and maintenance, manufacturers and suppliers. Each of these is committed to continuous improvement in safety.

The ARA manages high level policy matters and interfaces with the ONRSR on these and other key regulatory matters.

RISSB works on behalf of the industry to develop standards, guidelines, codes of practice and safeworking rules. Since its establishment over 150 documents have been produced and penetration into industry is over 40%.

The industry has established TrackSAFE, a registered harm prevention charity with the aim of reducing near hits, injuries and fatalities on the rail network. Government and industry continue to upgrade level crossings and introduce new safety related technology.

The Australasian Centre for Rail Innovation (ACRI) provides professional, independent applied research, strategic analysis, advice and innovative solutions for the Australasian Rail Industry on significant challenges and opportunities affecting Rail today and into the future.

Want to know more? www.rissb.com.au or www.ara.net.au
(and navigate to the SMG page)