

24
25

ANNUAL REPORT



onrsr

SAFE RAILWAYS FOR AUSTRALIA

About This Report

ONRSR is a body corporate established under the RSNL and, under the law, is not subject to ministerial direction in the exercising of its functions and powers. The RSNL requires the regulator to deliver to the responsible ministers a report on ONRSR's activities for each financial year. This report covers the activities of ONRSR during 2024–2025.

Acknowledgement Of Country

ONRSR acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders, past and present. We recognise their unique and ongoing cultural and spiritual relationship with the land and celebrate the contributions of First Nations peoples.

CONTENTS

LETTER OF TRANSMISSION	2
1.0 OVERVIEW	3
CHIEF EXECUTIVE'S MESSAGE	4
ABOUT OUR ORGANISATION	6
2.0 STRATEGY	14
STRATEGIC DIRECTIONS 2024-2027	15
CORPORATE INITIATIVES	19
3.0 REGULATION	30
ACCREDITATION	31
Variation	32
Major Projects	33
COMPLIANCE	34
Compliance & Enforcement Activities	35
INVESTIGATION	36
Incident Response	36
Incident Enquiry	37
Formal Investigations	38
SAFETY IMPROVEMENT	40
ENGAGEMENT & EDUCATION	41
Information & Advice	42
NATIONAL POLICY & REFORM	43
4.0 CORPORATE PERFORMANCE	44
5.0 FINANCIAL REPORT	58
FINANCIAL SUMMARY	59
FINANCIAL STATEMENTS	60
6.0 APPENDICES	82
APPENDIX 1: FREEDOM OF INFORMATION 2024–2025	83



LETTER OF TRANSMISSION

Infrastructure & Transport Ministers

Dear Ministers

It is my pleasure to submit to you the annual report of the Office of the National Rail Safety Regulator (ONRSR). The report is separately provided to all jurisdictional Ministers for Transport for tabling in their respective parliaments. The ONRSR Annual Report 2024–2025 has been prepared in accordance with the requirements of the *Rail Safety National Law* (RSNL) and associated regulations.

Yours sincerely

Dr Natalie E Pelham
Chief Executive



1.0

OVERVIEW

CHIEF EXECUTIVE'S MESSAGE

One of the toughest tests any organisation can face is scrutiny of its “givens” – those fundamentals that are embedded in the collective psyche and that for the most part, contribute to successful outcomes and a positive culture.



It's a test ONRSR has faced in the last 12 months and one I'm pleased it has passed with flying colours. That's because against the backdrop of the National Transport Commission's review of *Rail Safety National Law* and amid a strategic reset of our future directions, the ONRSR staff have both embraced the opportunities that change presents, and maintained operational focus and delivery throughout 2024–2025.

Last July we released ONRSR's Strategic Directions 2024–2027, the culmination of a comprehensive planning process that included consultation with our staff along with stakeholders from across government, operators, industry bodies and unions. From this undertaking we derived a new organisational purpose, and five guiding priorities designed to enhance our approach to risk-based regulation, cultivate strategic relationships, drive sustainability, influence safety outcomes and develop our people.

I am proud of how quickly and impactfully we translated what were initially just words on a page into actions and results, and I have no doubt the priorities we set ourselves have been – and will be – crucial in an effective response to the NTC's review of the law and how we administer it. Through initiatives like the first Code of Practice: Train Visibility at Level Crossings, the release of new data products and services, and the launch of our Engagement and Education Strategy, we're increasing the transparency around our regulatory activities and enhancing our safety promotion and education functions. Similarly, we are taking the more proactive role expected of us in helping to achieve interoperability outcomes and to identify opportunities for productivity among rail transport operators where there are also safety benefits to be gained.

Our own efficiency and effectiveness have been thoroughly assessed in the last 12 months. This work has reinforced the value we provide to the rail industry in the execution of our national work program, investigation, education and engagement programs and via the safety assurance we deliver, particularly to the unprecedented number of major rail projects underway across Australia.

While this country has avoided the mass-casualty events that have befallen European and Sub-Continental railways in recent decades, major fatal events such as Wallan (2020) and Bindarrah (2023) understandably raised concerns about safety management here in Australia. While our most recent annual rail safety report demonstrated there were no such incidents in the last financial year, and rail remains a comparatively safe sector, there is still work to be done to improve the management of risks to safety. Nonetheless, we are proud to have played our part in keeping people safe on and around our extensive national network and in working with the rail industry to continually improve safety management.

Indeed, for ONRSR, safety and the culture that underpins it has been as significant a focus internally as it has externally. Throughout the year we have heard more than ever from our own staff about what makes ours a great place to work and what we can do to make it even better. Work on rolling out a detailed Culture Roadmap is among our most important achievements in 2024–2025, and it is work that will continue to make us better professionals and colleagues, and in turn a better regulator.

My thanks to the ONRSR team across Australia for its commitment to accepting the challenges before us throughout 2024–2025 and for embracing new directions and ideas that are helping to build on our reputation for quality and performance. We are all committed to working even harder, and to a philosophy of continued reflection and improvement to ensure ONRSR meets and exceeds expectations in the years to come.

Dr Natalie E Pelham

Chief Executive / National Rail Safety Regulator

July 2025



ABOUT OUR ORGANISATION

ONRSR works on behalf of Australian Governments to deliver a national scheme for rail safety that ensures the safety of rail operations and thereby the community by facilitating improvements in rail safety, monitoring compliance with the law and enforcing safe railway operations when necessary.

ONRSR's core regulatory activities relate to overseeing the general safety duties that rail transport operators have under the law and encompass compliance, safety improvement, investigation and engagement and education functions. In carrying out these functions we continue to develop our relationships with Governments, their public service agencies and the wider rail industry – operators, unions, owners, contractors, maintainers, suppliers, manufacturers and rail industry associations.

ONRSR has the dual, but complementary, roles of administrator of the RSNL accreditation regime and the regulator of a duty-based safety management regime. A risk-based regulator, we have oversight of around 200 accredited rail transport operators across more than 44,000 track kilometres of the freight, passenger and tourist and heritage rail sectors.

Through the judicious use of our regulatory powers, ONRSR plays a key role in reducing safety risks by conducting audits, reviews and investigations, and by applying a range of outcomes from the provision of advice to the issuing of notices, suspensions of accreditation, and prosecution. Using data and intelligence we define and prioritise safety improvement which is, in part, informed by our investigatory expertise in identifying and addressing immediate risks and breaches of RSNL. Complementing all of this is our engagement and education focus that facilitates the sharing of safety information and insights and the development of partnerships and collaborations in support of safety objectives.

Our Vision

Safe railways for Australia.

Our Purpose

To enhance rail safety for the Australian community through targeted, risk-based regulation and by actively sharing insights and information arising from our work.

Our Values

Integrity

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

Respect

We respect each other and our stakeholders.

Independence

Think boldly, act decisively – guided by evidence, free from influence.

Diligence

Collectively we drive progress through purposeful action and thoughtful determination.

Excellence

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

OUR GOVERNANCE

The ONRSR Members

Under *Rail Safety National Law*, "the ONRSR" comprises the Chief Executive and National Rail Safety Regulator, and two non-executive members, Trish White AM and Julie-Anne Schafer. These three appointments are made by the South Australian Transport Minister on the unanimous recommendation of the responsible ministers. The ONRSR Members meet regularly to perform core governance functions including reviewing ONRSR performance reports and financial operation oversight. The legal authority for regulatory action is vested in the National Rail Safety Regulator.



Dr Natalie E Pelham
Chief Executive
National Rail Safety Regulator

Natalie has more than 25 years' experience in the public sector, leading significant safety regulation, policy, strategy and reform at both state and national levels. She is passionate about rail safety and is a strong advocate for safety improvement. She is the third National Rail Safety Regulator and ONRSR Chief Executive. Prior to joining ONRSR, Natalie was the Chief Investigator and Chief Executive of the NSW Office of Transport Safety Investigations. She holds a PhD in public policy (regulatory frameworks) and is a graduate of the Australian Institute of Company Directors (GAICD).



Julie-Anne Schafer
Non-executive member

A Chair and Non-Executive Director with over 20 years' experience across sectors such as insurance, local government, utilities, healthcare, financial services, energy, and transportation. Julie-Anne holds an Honours degree in Law from the University of Queensland, is a Fellow of the Australian Institute of Company Directors (FAICD), a graduate of the AICD Course (GAICD), and a member of the Australian and New Zealand Institute of Insurance and Finance (ANZIIF). Previously a partner in Brisbane law firms, she has since held governance roles in organisations across Queensland, New South Wales, Victoria, South Australia, the ACT, and the Northern Territory.



Trish White AM
Non-executive member

Trish White is a professional engineer and Fellow and former President of the Institute of Engineers Australia. She has extensive experience in the fields of governance, risk and project management having served on the boards of several large Australian companies. She is a Fellow of the Australian Institute of Company Directors and the College of Leadership and Management and a former cabinet minister in the South Australian government, having held the infrastructure, development, transport, science and education portfolios.

ONRSR Executive

The Executive team supports the Regulator and non-executive members to ensure the efficient and effective operation of ONRSR and the implementation of its Corporate Plan. It works collaboratively to engage industry and applies a risk-based approach to enhance rail safety in Australia. In 2024–2025 the Executive met 11 times.

Peter Doggett
Chief Operating Officer

Peter has more than 35 years' experience in the rail industry both in Australia and overseas. He has combined leadership positions and practical operational experience with a focus on risk management working in the heavy rail, light rail, high speed rail and freight sectors.

Simon Foster
Executive Director, Technical (retired April 2025)

Simon brings over 35 years of technical and leadership experience in rail covering track, fleet, operations, stations and communications which includes being part of the team that coordinated the successful operation of rail services for the Sydney 2000 Olympic Games.

Sasha Viergever
Executive Director, Corporate Services

Sasha is an experienced leader in finance and operations having held senior leadership roles within the UK financial services industry for nearly 20 years. Sasha brings a breadth of experience in financial management, business transformation and process improvement, change management, risk management and corporate governance. Sasha is a member of the Institute of Chartered Accountants.



Simon Foster
Executive Director,
Technical (retired)

Dr Natalie Pelham
Chief Executive

Peter Doggett
Chief Operating
Officer

Sasha Viergever
Executive Director,
Corporate Services

OUR STAKEHOLDERS

Our primary stakeholder is the Australian public. They are represented through government ministers, government forums/ bodies and agencies. These include:

- **Infrastructure and Transport Ministers' Meetings, (ITMM)** which comprises all state, territory and federal Ministers for Infrastructure and Transport.
 - **Infrastructure and Transport Senior Officials' Committee, (ITSOC)** an executive officer-level committee supporting the Infrastructure and Transport Ministers' meeting through advice and coordination of briefings.
 - **National Transport Commission (NTC)**, an inter-governmental agency that facilitates enhancements to *Rail Safety National Law* and leads national transport reform.
- At operational and policy levels, ONRSR works and liaises a wide range of bodies including:
- Australian Transport Safety Bureau (ATSB).
 - Office of Transport Safety Investigations (OTSI) New South Wales.
 - Office of the Chief Investigator (OCI) Victoria.
 - Rail Industry Safety and Standards Board (RISSB).
 - Australasian Railway Association (ARA).
 - Association of Tourist and Heritage Rail Australia (ATHRA).
 - Rail operators (chief executives, rail safety managers).
 - Rail Tram and Bus Union (RTBU), Australian Federated Union of Locomotive Employees (AFULE).
 - National Transport Research Organisation (NTRO).
 - TrackSAFE.
 - National Level Crossing Safety Committee.
 - National Heavy Vehicle Regulator (NHVR).



Stakeholder Forums

During the year, ONRSR reviewed the way it engages with external stakeholders producing a new Engagement and Education Strategy (see more detail on page 41) that includes establishment of a refreshed series of forums designed to demonstrate a commitment to proactive stakeholder engagement, collaboration and transparency in the interests of achieving better rail safety outcomes across the country.

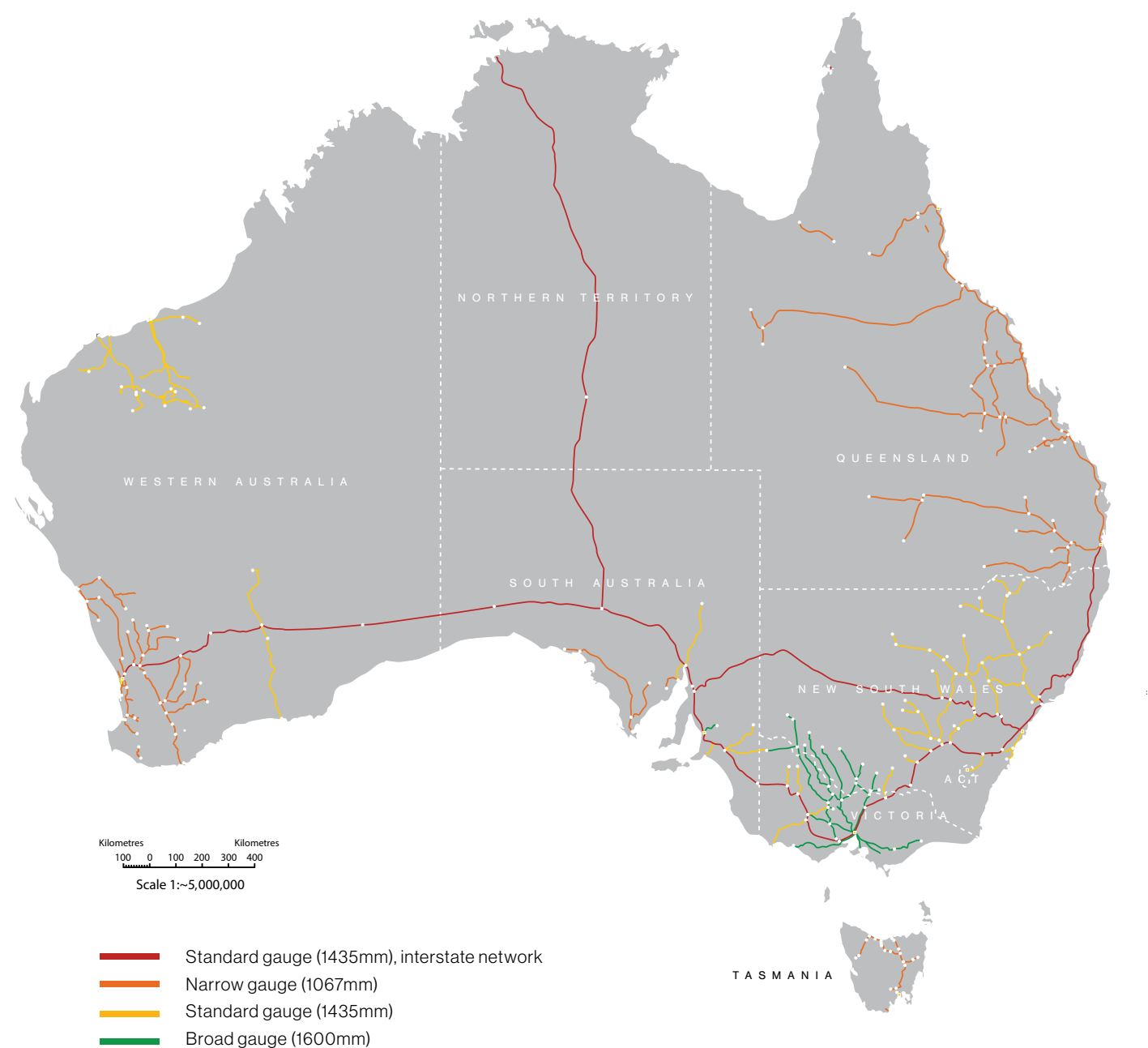
- **Chief Executive's Forum:** a new biannual gathering of leaders of rail transport operators, advocacy and stakeholder groups to discuss key issues and providing the opportunity to ask questions of the Regulator. The first meeting of this forum was planned for July 2025.
- **Commercial Operator (Engagement) Forums:** provide the ability for multi-jurisdictional or local operators to discuss national reform and safety information or issues with the relevant senior ONRSR staff.
- **Tourist and Heritage Operators' Forums:** a tailored gathering of the industry sector to discuss areas of common regulatory interest and opportunity to hear from ONRSR representatives and discuss rail safety issues.

- **Senior Government Policy Group:** comprising senior commonwealth, state and territory government personnel, including the NTC, discussing policy and legislative reform. This forum continued as in past years during the reporting period.

ONRSR also participates in industry-led meetings and forums:

- **RISSB's Safety Managers' Group** comprising safety managers from various rail transport operators.
- **Association of Tourist and Heritage Rail Australia** comprising representatives from all state tourist and heritage associations.
- **State tourist and heritage groups** comprising local tourist and heritage operators.
- **National and state-based level crossing committees.**

RAIL NETWORKS OPERATING ACROSS AUSTRALIA



Sourced from the Australasian Railway Association



“...we’re increasing the transparency around our regulatory activities and enhancing our safety promotion and education functions.”

2.0

STRATEGY



STRATEGIC DIRECTIONS

2024-2027

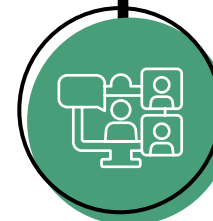
The ONRSR Strategic Directions 2024-2027 comprise five priorities and detail how we optimise our operational and corporate functions and resources in support of our organisational purpose and in pursuit of our vision of safe railways for Australia.



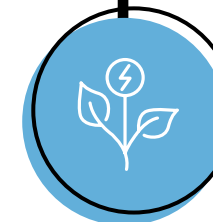
**INFLUENCE SAFETY PRACTICES AND
BUILD SAFETY KNOWLEDGE AMONG
RAIL TRANSPORT OPERATORS**



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



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



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



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



INFLUENCE SAFETY PRACTICES AND BUILD SAFETY KNOWLEDGE AMONG RAIL TRANSPORT OPERATORS

FOCUS AREA

Secure compliance with the *Rail Safety National Law*

Produce guidance on expectations. Monitor and report.

Enhance communication channels and tools

Publish and implement the annual Engagement and Education Program.

Influence Safety Performance

Publish safety themes for rail industry sectors and promote actionable insights and advice to operators through multiple channels.

OUTCOME

Regulatory effort and insights deliver measurable safety benefits (or improvements).



ENSURE OUR PEOPLE ARE VALUED, SKILLED AND ENGAGED

FOCUS AREA

Foster a Supportive Culture

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

Build Capability

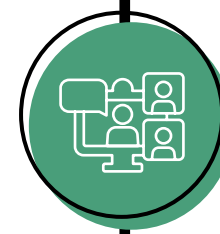
Empower our people with the skills, knowledge, and confidence to navigate the evolving rail landscape.

Attract and Engage

Tackle current and future capacity challenges.

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

Engage Industry

Seek input and share relevant information for specific safety outcomes.

Collaborate Nationally

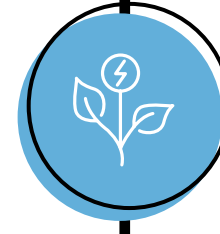
Identify key stakeholders for collaboration on important safety issues.

Influence Policy Direction

Enhance relationships with industry associations, unions and Governments.

OUTCOME

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



POSITION ONRSR AS A FUTURE-FOCUSED REGULATOR

FOCUS AREA

Demonstrate Impact

Promote outcomes-based measurement to demonstrate efficiency and effectiveness.

Continuously Improve

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

Prepare for the Future

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

OUTCOME

ONRSR demonstrates, and stakeholders agree, that ONRSR is an efficient and effective regulator.



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

FOCUS AREA

Refine risk-based approach

Better target resources to deliver the greatest safety improvement.

Inform decisions

Continue to evolve our regulatory intelligence framework, our qualitative / quantitative data sets.

Gain insights

Continue to build our data analytics capabilities to transform intelligence into actionable insights.

OUTCOME

Regulatory effort and insights deliver measurable safety benefits (or improvements).

CORPORATE INITIATIVES

The following tables track ONRSR's progress and achievements in relation to the key initiatives developed in pursuit of the strategic priorities and outlined in the Corporate Plan 2024-2025.





INFLUENCE SAFETY PRACTICES AND BUILD SAFETY KNOWLEDGE AMONG RAIL TRANSPORT OPERATORS

KEY INITIATIVES

1.1 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.

ACHIEVEMENTS 2024-2025

Complete

The review includes recommendations for the development of additional digital channels to complement directions outlined in the Engagement and Education Strategy, including a strengthening of ONRSR's social media offerings.

1.2 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.

Complete

The program outlines annual activities which deliver on ONRSR's commitments under the ONRSR Engagement and Education Strategy. A dynamic program, it focuses on industry sector and whole-of-industry activity but also supports the work rail safety officers do with individual operators. The program will be revised every financial year and updates will be made during each year in response to needs arising from stakeholder feedback and issues identified through ONRSR regulatory activity.

1.3 Develop an 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.

Progressing

The Regulatory Intelligence Strategy was developed as a priority and will be published in 2025-2026. In addition, ONRSR has taken a structured approach to identify seven National Sector Safety Themes which will be incorporated into the revised National Work Program for 2025-2026. A Safety Strategy Development Group was also established to identify safety issues and priorities and to develop a corresponding safety improvement program. The program will be implemented in 2025-2026.

IMPACT

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

Result to be recorded and reported following the conduct of the next triennial stakeholder survey in 2025-2026. During the reporting period, ONRSR began collecting stakeholder feedback through post-event surveys and enhanced analysis of digital channel analytics to augment the triennial measure.



FEATURE ARTICLE

Code of Practice: Train Visibility at Level Crossings

The publication of ONRSR's first code of practice in December 2024 has provided the Australian rail industry with best practice guidance to support strengthening the controls in place to address the safety risks arising from train visibility posed by level crossings. Several large national operators including Pacific National and Aurizon have committed to adopting the new code.

Australia's Infrastructure and Transport Ministers tasked ONRSR with developing the code as part of a suite of actions to improve level crossing safety. The code is not a 'silver bullet' but a well-considered and responsibly developed safety tool backed by a significant body of independent research which will help address part of the level crossing safety challenge.

The code is the result of engagement with a wide range of stakeholders, including those with lived experience of rail collisions, industry representatives, unions, governments, and subject matter experts. Throughout the consultation process, ONRSR worked to address the different perspectives of stakeholders to produce a code that best assists rail transport operators to strengthen the safety management systems that underpin operations where trains interact with people, drivers and vehicles.

As part of a multifaceted approach the management of risks to safety at level crossings, the code facilitates a particular emphasis on identifying the suite of tailored risk controls for train visibility, encouraging consideration of the illumination of locomotives along with addressing things like surrounding

vegetation and approaches to crossings that improve the visibility of trains to road users.

ONRSR complemented its release of the code with in-field compliance and education activities nationally. A rail transport operator who has not adopted the code would need to demonstrate they have implemented an alternative solution with the same or better control measures as evidence of whether or not they have complied with the RSNL. In addition to the consultation process, ONRSR considered a range of data and information in developing the Code of Practice: Level Crossings and Train Visibility. This included historical records of tens of thousands of rail safety occurrences reported to the national regulator along with two major pieces of academic research.

Conducted by the Monash Institute of Railway Technology, an initial independent research project looked at how specific controls such as flashing beacons on locomotives and the conversion of train headlights from halogen to LED impacted train visibility for road users. This was followed by a second round of research that looked at the effect of additional front and side locomotive lighting. The researchers made important recommendations from both studies that were incorporated into the broader set of controls that the code requires operators to consider when assessing the risks posed by their specific rail operations at level crossings.



FEATURE ARTICLE

Your Voice @ ONRSR

The strategic direction 'Ensure our people are valued, skilled and engaged' is recognition of the vital role ONRSR's staff play in determining its success.

In late 2024 ONRSR conducted its latest staff survey, designed to elicit feedback from team members across the country on the organisation's strengths as a place to work, and the opportunities to optimise staff experience.

The *Your Voice @ ONRSR Survey* represented a renewed commitment to collaborate with staff at all levels to build on existing initiatives and to create new approaches that reflect our collective vision for a workplace where everyone feels valued and included. The survey had a strong response rate of 78%. It demonstrated strong alignment among staff with the ONRSR vision and values, a collaborative team approach and positive relationships between front line staff and managers. It was clear that ONRSR employees wanted to continue building an environment where opinions and

ideas for doing things differently can be shared and received confidently and respectfully. There was also a strong desire to enhance ONRSR's approach to diversity, equity and inclusion.

Subsequently, ONRSR embarked on a range of initiatives to develop a consistent culture aligned with organisational values through a Culture Roadmap, to create a Diversity, Equity and Inclusion Program to encourage different perspectives to support better decision-making, and to establish a comprehensive leadership development program in support of our desired workplace culture. There are also multiple measures being developed to enhance overall employee wellbeing. Importantly this work is backed by a comprehensive change management process, ongoing consultation with staff and a commitment to supporting development opportunities through the rollout of a revised ONRSR Capability Framework.

"The survey had a strong response rate of 78%."



ENSURE OUR PEOPLE ARE VALUED, SKILLED AND ENGAGED

KEY INITIATIVES

ACHIEVEMENTS 2024-2025

2.1 Develop and implement the ONRSR Workplace Culture Roadmap to optimise the ONRSR culture with an emphasis on agreed organisational behaviours that support high performing teams and engender trust, respect and psychological safety.

Complete
Culture Roadmap developed which established the expected behaviours of staff to align with ONRSR values, and support employee wellbeing.

2.2 Implement the ONRSR Leadership Excellence Strategy to embed adaptive leadership behaviours and approach.

Progressing (implementation)
A program has been developed, for roll out in 2025-2026, that is designed to provide an uplift to ONRSR's leadership capability, and to support engagement and alignment with the organisation's values.

2.3 Conduct a Culture Pulse Check.

Complete
Pulse check undertaken in October 2024, results shared with staff, and data used to inform ongoing action plans to support staff wellbeing.

2.4 Extend the ONRSR Capability Framework - map and define priority capabilities needed to support (a) all ONRSR staff and (b) the evolving risk-based approach.

Progressing
ONRSR's capability framework has been expanded to provide a consistent set of competencies for all ONRSR staff. In 2025-2026, these competencies will be integrated into all team roles organisation-wide along with development of a complementary learning and development program to lift performance.

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.

Not started
A key milestone in developing into a more transparent and accountable regulator, the review and revision of The ONRSR Way will commence in 2025-2026.

2.6 Review ONRSR Ways of Working to document our hybrid approach to work that balances individual, team, and organisation needs and flexibility.

Progressing
As a first step, the Working from Home Policy was updated and supporting guidance was developed and published to provide greater clarity to staff on the application of the policy. Additional steps are now being taken to harmonise other key corporate policies nationally and to map out a timeline and milestones to deliver an ONRSR ways of working guide.

2.7 Implement the (revised) ONRSR Change Management Framework to effectively carry out and monitor implementation of change.

Complete
ONRSR has implemented an improved change management framework and successfully used the framework for several pilot projects.

IMPACT

Measures of Trust, Achievement and Engagement (staff survey).

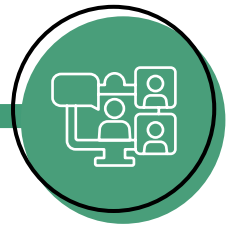
MEASURES

2024 Your Voice @ ONRSR (staff survey)

Trust (in leadership) **82%**

Achievement (quality of contributions, confidence, collaboration) **84%**

Engagement (retention, leadership, workplace culture) **79%**



CULTIVATE STRONG AND COLLABORATIVE RELATIONSHIPS WITH KEY STAKEHOLDERS

KEY INITIATIVES

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.

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.

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).

ACHIEVEMENTS 2024-2025

Complete

The strategy was released and published on the ONRSR website in April 2025 as part of our commitment to proactive stakeholder engagement, collaboration and transparency in the interests of achieving better rail safety outcomes across the country.

Progressing

A review was completed including detailed stakeholder mapping and actions for enhancing ONRSR's ability to reach a wider range of contacts within rail transport operators for sharing insights and information. This work was endorsed by the ONRSR Executive Management Committee in June 2025.

Complete

The Executive Management Committee approved an ONRSR Partnership Framework in June 2025. The framework outlines objectives and principles for developing and maintaining partnerships with non-regulated organisations to support delivery of ONRSR's Strategic Directions and recommendations from the RSNL review. It will be published in 2025-2026.

Progressing

A Safety Strategy Development Group was established to identify and implement safety improvement programs that will benefit industry or an industry sector. The program will be implemented in 2025-2026.

Progressing

ONRSR attended ITSOC to present on key reform matters, including the development of a revised cost recovery model. At the request of Ministers, ONRSR demonstrated, through an external review, that it is an effective and efficient regulator.

Progressing

A high-level implementation plan has been developed. ONRSR has contributed to the implementation of the review's recommendations and is on track to meet the expectations of Ministers.

Result to be recorded and reported following the conduct of the next triennial stakeholder survey in 2025-2026. During the reporting period, ONRSR began collecting stakeholder feedback through post-event surveys and enhanced analysis of digital channel analytics to augment the triennial measure.



FEATURE ARTICLE

Response to Rail Safety National Law Review

ONRSR's internal focus is designed to ensure we are prepared to capitalise on the opportunities afforded to us. Chief among them is the National Transport Commission's (NTC) independent review of *Rail Safety National Law*. After over 10 years in operation, it was timely to assess whether the law remained fit for purpose to serve the Australian rail industry well for the next decade and beyond. The review also signalled new functions and objectives for ONRSR to embrace that will arise from the gradual roll out of the National Rail Action Plan.

In its final report following the review of the legislation, the NTC made some 25 recommendations including a series of directives that cover how the law could be amended to strengthen the link between safety and productivity. Three themes were identified from the recommendations:

- Interoperability.
- Interface management.
- Transparency and accountability.

The NTC recommendations pave the way for ONRSR to play a more active role in identifying and resolving barriers to

productivity – particularly in relation to one of the issues for Australian rail looking forward – interoperability. Throughout 2024–2025 ONRSR was part of the steering group looking into interoperability and making important headway to develop a model designed to deliver safety improvements, productivity and efficiency benefits more generally. Early work focused on the identification of a National Network of Interoperability and ONRSR will continue to work closely with the relevant stakeholders – chief among them industry bodies like the Australasian Railway Association – on the implementation of recommendations that are being progressed as a package with National Rail Action Plan interoperability initiatives. Concurrently, detailed planning has been completed to facilitate development of a regulatory impact statement, with the package of reforms on target for roll out in 2027.

The work of the NTC to highlight the opportunities to strengthen *Rail Safety National Law* has been a key input to the new ONRSR Strategic Directions and these principles are guiding our response to the recommendations as we work to optimise safety and productivity.

“The review also signalled new functions and objectives for ONRSR to embrace that will arise from the gradual roll out of the National Rail Action Plan.”



FEATURE ARTICLE

An Efficient & Effective Regulator

A key challenge for ONRSR during the reporting period was to undertake a review of its efficiency and effectiveness as a national regulator, following discussions of the Infrastructure and Transport Ministers' Meetings regarding the appropriate cost of regulation. As part of the process, ONRSR undertook a back-to-basics review of the functions and objectives of all parts of the business.

The scope of the review included work to:

- assess the degree that ONRSR is cost efficient, and the level of value and services delivered to industry.
- assess and validate the total funding necessary to deliver the functions and activities outlined in the Rail Safety National Law (South Australia) Act 2012 (RSNL).

ONRSR worked closely with an independent consultant to use activity-based costing to understand the distribution and cost of its resources and how proficiently they are deployed.

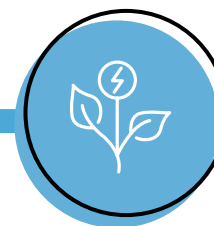
The review concluded:

"Noting improvement programs underway to further mature ONRSR, this review has evidenced multiple instances which describe a high degree of proficiency in ONRSR's regulatory deployment. Consequently, this review concludes that overall, ONRSR is operating effectively."

"...ONRSR's delivery is effective and is delivered with efficiency. The organisation continually focuses on improving this position to ensure safety outcomes are improved on behalf of the Australian population."

ONRSR will use the information collected through the review and its strategic priorities to continue the proficient deployment of regulatory resources and expertise to further enhance its regulatory output, with particular emphasis on addressing underlying rail safety issues for the benefit of all Australians.

"As part of the process, ONRSR undertook a back-to-basics review of the functions and objectives of all parts of the business."



POSITION ONRSR AS A FUTURE-FOCUSED REGULATOR

KEY INITIATIVES

4.1 Deliver a revised Cost Recovery Model.

ACHIEVEMENTS 2024-2025

Complete

A revised cost recovery model was presented to Ministers. The revised model allocated ONRSR's efficient cost of regulation between registered and accredited operators in consideration of the risk of rail operations and sought to minimise cross-subsidisation between rail industry sectors.

4.2 Develop KPIs to demonstrate ONRSR is an effective and efficient regulator.**Progressing**

ONRSR commissioned a review which demonstrated it is efficient and effective in comparison with similar regulators. The review was endorsed by ITMM. KPIs are being developed in 2025-2026.

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.**Complete**

A new internal regulatory information system was delivered - TRAC which replaced REGIS - and a new operator hub was launched for industry. A roadmap for the expansion of TRAC and other supporting IT systems will be developed in 2025-2026.

4.4 Deliver a new Governance Framework.**Complete**

A new Governance Framework was developed and implemented to ensure that legal and government policy obligations are met and that ONRSR is effectively set up to deliver efficient and effective decision-making.

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.**Progressing**

In 2024-2025 ONRSR identified several future skills and capabilities required for a rail safety officer including cyber security, safety assurance, evolving risk management practices and data analytics literacy. These capabilities are being incorporated into ONRSR's learning and development program. In 2025-2026, new regulatory tools to support risk-based decision-making will be identified and progressively developed.

4.6 Conduct future scenario planning to identify challenges and opportunities for ONRSR.**Complete**

Future scenarios were considered in the annual executive planning processes in 2024-2025 and will be further developed and embedded in 2025-2026 into the annual planning cycle.

IMPACT

% of stakeholders who agree that ONRSR is an efficient and effective regulator (stakeholder survey).

Result to be recorded and reported following the conduct of the next triennial stakeholder survey in 2025-2026. During the reporting period, ONRSR began collecting stakeholder feedback through post-event surveys and enhanced analysis of digital channel analytics to augment the triennial measure.



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

KEY INITIATIVES

5.1 Refine the ONRSR risk model and supporting decision tools to determine:

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

5.2 Deliver a revised National Work Program that incorporates 1.1 and Engagement and Education Program.

5.3 Revise the Annual Safety Report to incorporate causal and contributing factors explanations that aid in understanding safety performance and where to focus attention to address safety issues and risks.

5.4 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.

5.5 Enhance 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.

ACHIEVEMENTS 2024-2025

Progressing

Established data analytics working group to identify data tools to assist with targeting of regulatory resources to ensure focus on greatest risks to rail safety.

Complete

Program in place for 2025-2026 which allocates regulatory effort to areas of greatest risk to rail safety while allowing for operational agility.

Progressing

A refreshed annual Rail Safety Report was released in January 2025 as an online resource, providing more information on events that can culminate in a rail safety incident. Further refinement of the report is underway ahead of the next release in late 2025.

Progressing

A Regulatory Intelligence Strategy has been developed. The strategy will be published in 2025-2026. It describes how ONRSR will evolve use of data, information and applied analytics to inform regulatory decisions and operations to better align resources to greatest safety risks.

Complete

A revised investigation process was implemented to better integrate legal and operations advice and to set clear timeframes to complete investigation stages. A review of the current investigations approach recommended further improvements which will be implemented in 2025-2026. These enhancements will strengthen ONRSR's legal and operational capability and improve the quality, efficiency and outcomes of regulatory investigations and prosecutions.

IMPACT

Reduction in Category A reportable occurrences.

ACHIEVED

Category A reportable occurrences decreased from **961** in 2023-2024 to **881** in 2024-2025.



FEATURE ARTICLE

Renewed Data Offerings for the Rail Industry

In releasing its Strategic Directions 2024–2027, ONRSR placed a particular emphasis on evolving qualitative and quantitative data sets and continuing to build data analytics capabilities to improve knowledge sharing. The first steps towards the future state were taken in the reporting period and a major milestone was the completion of a dedicated ONRSR Regulatory Intelligence Strategy.

In early 2025 a series of rail safety data dashboards were published on the homepage of the ONRSR website. The new 'Quarterly Rail Industry Safety Snapshot' features data from 1 July 2022 and is a gateway to more detailed data categorised by key occurrences, casualties and network statistics. All data can be interrogated via filters and interactive charts and progressive enhancements are being made to this resource.

These will be, in part, informed via the outputs from the recently established ONRSR Industry Data Working Group which features representation from all sectors of industry, advocacy groups and government. The group will continue to meet regularly during 2025-2026 to discuss how ONRSR can better understand operators' data and information needs, and how we can develop and shape our data and information products to maximise their value in supporting efforts to improve safety.

Likewise, a dedicated cross-functional ONRSR team has been established to work with rail safety stakeholders, including operators, to understand how the annual ONRSR Rail Safety Report can be evolved to further support delivery of more actionable safety insights.

"In early 2025 a series of rail safety dashboards were published on the homepage of the ONRSR website."

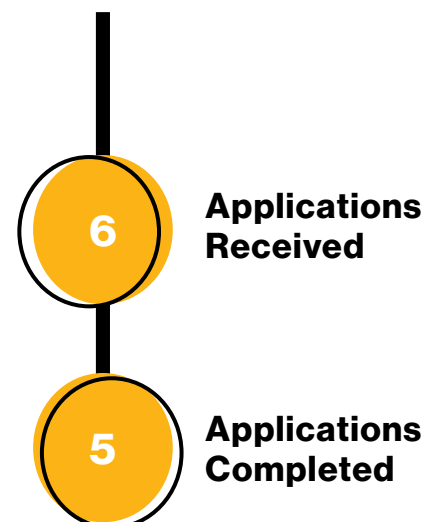
3.0

REGULATION



ACCREDITATION 2024-2025

As at 30 June 2025 there were 197 operators accredited by ONRSR under Rail Safety National Law for operations in Australia.



Variation (2024–2025)

●	Received	30
●	Completed	26

Adelaide Passenger Rail – Return to State Ownership

In April 2023, the South Australian Government announced that management of the Adelaide Metropolitan Passenger Rail Network (AMPRN) would return to state control, after a period of private operation. This transition is being implemented in two phases through a variation of accreditation.

Phase one involved the transfer of heavy rail operations back to the Rail Commissioner which was completed in February 2025. Phase two, began in early 2025, and covers the transfer of light rail services.

Although operational responsibility for the AMPRN is shifting to the Rail Commissioner, the private operator will continue to maintain the heavy rail rolling stock and rail infrastructure under a contractual arrangement with the Rail Commissioner.

As part of this transition, ONRSR worked with both operators using a variation of accreditation assessment plan focused specifically on high-risk areas of the accreditation application, ensuring that the Rail Commissioner could demonstrate the competence and capacity to manage and operate the proposed railway services.

While phase one is completed, ONRSR continues to monitor operational changes including the rebranding of drivers and network controllers as Rail Commissioner personnel, and the implementation of a new governance structure for the heavy rail passenger network.

Major Projects

In 2024–2025 ONRSR had regulatory oversight of 23 major rail projects across Australia including:

- Cross River Rail (Brisbane, Queensland).
- Melbourne Metro Tunnel (Melbourne, Victoria).
- Suburban Rail Loop (Melbourne, Victoria).
- Sydney Metro City and Southwest (Sydney, New South Wales).
- Sydney Metro Western Sydney Airport (Sydney, New South Wales).

Major Projects Interface – Sydney Metro

On 19 August 2024, Australia's biggest public transport project became a reality when a 16-kilometre section of track including six new underground stations, took driverless trains beneath Sydney Harbour from Chatswood, through the city centre to Sydenham. Having accredited Metro Trains Sydney as the rail infrastructure manager and rolling stock operator, ONRSR worked with the project team through the life of this transformational project, and particularly in 2024, to ensure it was ready for passenger operations.

Amid widespread publicity and community anticipation about the imminent delivery of the new services, the ONRSR team remained focused on assessing the evidence to support the operational safety case for the new line. This work was imperative in verifying that all risks to safety had been identified and that the appropriate systems and processes were in place to manage them. Once this due diligence was completed, the application for accreditation for the new line was finalised and granted. ONRSR continues to monitor the operation through regular interactions and is already heavily engaged in assessing future stages of the Sydney Metro program.

Major Projects Interface – Cross River Rail / ETCS – Brisbane

Throughout 2024–2025, ONRSR worked closely with the accredited operators constructing the Cross River Rail and European Train Control System (ETCS) projects. Through engagement with the proponents, ONRSR influenced improvements in safety assurance, asset management and emergency management processes and deliverables. ONRSR noted that changes to project timeframes resulted in pressure on some operators to perform work outside the scope of their accreditation. This situation was monitored closely and required some operators to seek variations to their accreditation to ensure work continued to comply with *Rail Safety National Law*.

COMPLIANCE

2024–2025

Audits	109
Formal Inspections	308
Improvement Notices	7
Prohibition Notices	2
Site Visits	1145

Compliance & Enforcement Activities 2024–2025

Emergency Management Plans – Melbourne, Victoria

Through ongoing interactions with a Melbourne metropolitan operator, ONRSR identified gaps within the operator's Emergency Management Plans (EMPs) for several underground railway stations. ONRSR conducted an extensive audit of the operator's systems and processes specific to their EMPs, which included validating processes and procedures within tunnels and stations, particularly regarding fire and life safety.

The Regulator issued an Improvement Notice to the operator requiring it to complete a gap analysis of EMPs to identify and implement improvements. While the implementation of these improvements remains ongoing, a significant safety outcome has been achieved through this regulatory activity and positive engagement with the operator.

Pacific National Enforceable Voluntary Undertaking

On 8 May 2023, the Regulator accepted an Enforceable Voluntary Undertaking (EVU) from Pacific National (PN) in response to four charges of contraventions of the *Rail Safety National Law*, following a fatal accident near Jumperkine, WA on 24 December 2019.

During 2024–2025, PN transitioned from planning to delivering its EVU and ONRSR has continued its close oversight via regular monitoring meetings and has influenced safety improvement through a range of regulatory activities.

As part of the EVU, PN successfully introduced a Driver Wellbeing Program and developed and trialled novel artificial intelligence and sensor technology to support drivers' situational awareness. PN also shared its learnings from the EVU with industry by hosting a rail safety conference for a range of stakeholders in Sydney in early 2025 and is in the process of enhancing its Fatigue Risk Management Program.

Structures Asset Management System Improvements

In November 2023, ONRSR conducted an inspection of a passenger operator's engineering and safety standards, systems and procedures for the management of structural railway infrastructure, such as tunnels and viaducts. The inspection identified several non-conformances contravening provisions of the *Rail Safety National Law*.

Following an unsatisfactory initial response from the operator, ONRSR issued an Improvement Notice in September 2024 requiring the development and implementation of a fit for purpose, risk-based system for managing structural railway infrastructure. ONRSR regularly engaged with the operator throughout the reporting period to track progress against the Improvement Notice. In April 2025, ONRSR reviewed the final evidence and concluded that the operator had satisfactorily addressed the deficiencies.

“ONRSR regularly engaged with the operator throughout the reporting period to track progress against the Improvement Notice.”

INVESTIGATION

2024–2025

●	Notifiable Occurrences	6,180
●	Category A	881
●	Category B	5,299

Incident Response

- On 2 April 2025, a driverless passenger metro train departed Chatswood station in Sydney with a bodyside door open. The train reached speeds of 99 km/h before being brought to a stop in the tunnel between Chatswood and Crows Nest stations so the door could be manually closed. ONRSR's enquiry into the incident focused on the traction interlocking system functionality, the door isolation procedure, training and competencies, and safety critical communication protocols between operational personnel. ONRSR continues to engage with the operator to progress corrective actions that will prevent similar incidents.
- On 14 November 2024, a passenger train operating in the Brisbane Suburban Network was involved in a near hit with multiple rail safety workers at Yeerongpilly. Members of a Queensland Rail workgroup accessed the danger zone to perform preparatory work without track protection and network lockout being implemented. ONRSR is investigating the occurrence to determine whether Queensland Rail and its employees complied with their obligations under *Rail Safety National Law*.

ONRSR conducted a total of 346 enquiries in 2024-2025.

Incident Enquiry

Tram-to-tram Collision Prevention – Melbourne

ONRSR monitored an emerging safety issue at a specific location on Melbourne's light rail passenger network. Concerns were initially identified through several off-route and near hit occurrences at the location, which led to discussions with the operator about the availability and suitability of the safety controls in place. Following a tram-to-tram collision in September 2023, ONRSR has been heavily engaged with the operator on the effectiveness of its risk assessments at the location and the need to implement an engineering control.

In early 2025, ONRSR conducted an inspection of the location, following which the operator took steps to improve its risk assessments and the infrastructure at the site. The operator installed an engineering control at the location and undertook testing and commissioning, while exploring further areas for improvement. ONRSR remains in discussions with the operator to ensure the risk of tram-to-tram collisions at the location is mitigated and controlled appropriately.

Freight Operator – Fatigue Management – South Australia

ONRSR worked closely with a freight operator to address deficiencies in its ability to demonstrate compliance with key elements of its safety management system. The deficiencies related to ensuring that train drivers at all levels have the appropriate training and qualifications, and that a Fatigue Risk Management Program (FRMP) is in place to prevent rail safety workers from performing safety-critical tasks while fatigued.

At the end of the reporting period, the operator was nearing the point where it could demonstrate that its FRMP identifies relevant fatigue-related factors, assesses their impact on rail safety risk, and incorporates work scheduling practices and procedures that support safe working hours and adequate rest between shifts.

In addition to the FRMP, ONRSR is subsequently seeking further improvement in the operator's management of rail safety worker availability—particularly in ensuring sufficient coverage for reasonably foreseeable relief requirements. This includes implementing a documented procedure for monitoring hours of work, comparing planned versus actual hours worked, and assessing the impact of roster changes on rail safety workers.

Train Fires – E-Rideables

A report of a train fire on a metropolitan rail service in Melbourne caused by a faulty e-bike battery prompted ONRSR to make enquiries with all mainline passenger operators across Australia to gather information on what risk assessments and controls are in place for transporting e-rideables on trains and trams. ONRSR is aware of increasing evidence that e-rideables pose significant risks to rail safety, primarily due to the potential of fire caused by the lithium-ion batteries that power them. There have been several incidents overseas where e-rideables have caught fire and/or exploded while on passenger trains. ONRSR is actively monitoring this emerging risk and has been discussing the issue with the Australasian Railway Association which has been engaging with its members to understand the e-rideables issue.

Formal Investigations 2024-2025



ONRSR investigates to identify and address any immediate risks to safety, to understand the causes of an incident, to identify any safety lessons and to establish whether there was a breach of the *Rail Safety National Law*.

ONRSR Investigations

●	Investigations initiated	24
●	Investigations completed	19
●	Total underway (as at June 30)	33
●	Investigations where charges were laid	3
●	Successful prosecutions	N/A

Key Investigations & Outcomes

Charges Laid: Fatality – Member of the Public – Gladstone, Queensland – January 2023

ONRSR finalised its investigation into the fatal electrocution of a teenage boy on a rail bridge. ONRSR has brought charges against the rail infrastructure manager under Section 58 of the RSNL – for *Failure to comply with safety duty*.

Charges Laid: Runaway – Sydenham, New South Wales – July 2022

ONRSR finalised its investigation into a 30-tonne infrastructure trailer runaway from the entrance of the Sydney Metro City and Southwest tunnel at Sydenham for a distance of over 1.5km. ONRSR has brought charges against a contractor under Section 60 of the RSNL – for *a person who has a safety duty and failing to comply with that duty*.

Charges Laid: Freight train collision – Fairfield, Queensland – November 2022

ONRSR finalised its investigation into a freight train collision with an unoccupied excavator left on the track at Fairfield in Queensland. ONRSR has brought charges against the rail transport operator and a contractor under Section 52 of the RSNL – *Duties of rail transport operators* and Section 119 – *Other persons to comply with safety management system*.

Train/Truck Collision – South Geelong, Victoria – April 2023

ONRSR finalised its inquiries into the incident in which a truck driver was fatally injured when the vehicle collided with a passenger train at a level crossing. While the primary cause of the incident was deemed to be a failure to observe an active level crossing, the investigation discovered the existence of a shortcut whereby road traffic could effectively bypass the level crossing controls. ONRSR's Melbourne office conducted follow up activities, and an ONRSR Safety Message in the form of a digital recreation of the incident covering the risks and learnings was produced for distribution to industry.



SAFETY IMPROVEMENT

Sydney Metropolitan Rail Network – Automatic Train Protection – Sydney

Following a series of train overspeed events through turnouts in western Sydney, ONRSR has been monitoring a major passenger operator's response to an Improvement Notice and its progressive rollout of a series of engineering controls to better manage the safety risk.

The operator successfully deployed temporary controls in the form of speed restrictions and ONRSR's ongoing activities have aided them in developing a funding proposal that would see the installation of Automatic Train Protection (ATP) technology at a series of high-risk turnout sites across the network. Funding has been secured by the operator for preliminary design work and activity on this issue also resulted in the Regulator undertaking a broader review of the level of train protection across metropolitan passenger networks nationwide. ONRSR will continue to monitor progress with a view to the case being made for full ATP coverage of the Sydney passenger network in due course.

Northern Territory remote operations

ONRSR rail safety officers carried out a series of audits and inspections focused on the two main rail operators in the Northern Territory, Aurizon Bulk Central and Great Southern Rail (The Ghan).

An assessment of track infrastructure management revealed that while some track inspections were being conducted, not all were completed within the designated timeframes. As a result, ONRSR recommended a review of existing processes to ensure that all risks related to the monitoring and maintenance of rail infrastructure are managed so far as is reasonably practicable. This included evaluating the effectiveness of current risk controls—such as standards, procedures, and processes—as well as the associated control assurance program.

With respect to The Ghan, ONRSR reviewed the management of corrective actions following a report of an open carriage door while the train was in motion. ONRSR's inspection aimed to verify revised procedures to ensure passenger carriage doors are locked prior to departure and that the onboard paging system functions correctly to receive safety alerts during journeys.

Additionally, ONRSR rail safety officers continued routine patrols to assess the safety measures in place for rail workers engaged in infrastructure maintenance in the NT, as well as to monitor how sight lines for road users are managed at passive level crossings.

Dark Signal – Brisbane

While the European Train Control System (ETCS) was being deployed in Brisbane's Cross River Rail tunnel, the project manager proposed a black out signal arrangement would be used as the interim solution for trains not fitted with ETCS onboard equipment. This 'dark signal' option would mean train drivers would not see a signal aspect relative to their track – rather it would be blacked out or extinguished.

ONRSR believed the solution presented significant human factors concerns for drivers, particularly given the availability of safer solutions. In November 2024, ONRSR published a Safety Message on the issue and continued to raise concerns about the proposed dark signal option with the Queensland Government. As a result, a full options analysis was commissioned and conducted by the proponent to identify a safe solution, and as a result an alternative to the dark signal option was chosen for implementation.

ENGAGEMENT & EDUCATION

ONRSR Engagement & Education Strategy

A key corporate publication, the development of the ONRSR Engagement and Education Strategy was the central pillar in our commitment to proactive stakeholder engagement, collaboration and transparency in the interests of achieving better rail safety outcomes across the country. Released in April 2025, the strategy was informed by stakeholder feedback gathered by ONRSR and the outcomes of the RSNL Review which called for increased transparency and greater action by the Regulator on safety promotion and education.

The Engagement and Education Strategy aligns with the ONRSR's Strategic Directions and documents how ONRSR fulfills its engagement and education functions under *Rail Safety National Law* while providing detail of the principles of the approach and the means of engagement and education, both traditional and digital.

One such channel has been the renewed focus on face-to-face stakeholder engagement via a series of forums. Branded under the *Engauge* banner, the forums began with sector-specific tourist and heritage events held in South Australia, Queensland and Tasmania. These were followed by commercial operator forums in Queensland, Victoria and New South Wales. The sessions are designed to provide commercial rail transport operators and rail infrastructure managers with operations in a specific state the opportunity to hear about and discuss oversight of the local safety issues and information. ONRSR also provides a broader overview of current and emerging national issues and initiatives it is leading and/or participating in.

The program of forums will continue in 2025–2026 and include a dedicated Chief Executive's Forum where leaders of national operators, advocacy and stakeholder groups will be briefed on and discuss ONRSR's strategic direction and overall effectiveness in relation to rail safety operations.



Information & Advice

Safety Alerts / Safety Messages / Safety Case Studies

Safety alerts are issued as needed to inform accredited rail transport operators and the broader rail industry of current and emerging safety issues. There were no alerts issued in 2024-2025.

Safety messages focus on specific areas of rail safety concern, to share information between the Regulator and the rail industry, and to identify positive steps to enhance rail safety. ONRSR issued 12 safety messages (including digital incident recreations) via its website during the year along with the monthly *ONRSR Engauge* industry e-newsletter which reaches more than 3500 subscribers including all accredited rail transport operators.

ONRSR also produced three safety case studies during the reporting period.

Nana Glen Derailment – February 2021:

A case study highlighting the work done by and after ONRSR's investigation to help establish the Australian Rail Track Corporation's Extreme Weather Improvement Program.

Section Car – Road Vehicle LX Collision – March 2024:

A case study highlighting the outcomes of ONRSR's investigation and the subsequent upgrading of road marking in the area and the full review of the rail transport operator's safety management system and all risk controls at crossings.

ONRSR Code of Practice: Train Visibility at Level Crossings

A case study highlighting how a fictional tourist and heritage railway applies the Code of Practice: Train Visibility at Level Crossings to their unique railway operation. Designed to ensure effective implementation of risk controls associated with train visibility and level crossing safety.

All safety messages, digital recreations, safety case studies and safety alerts can be viewed on the ONRSR website at www.onrsr.com.au



NATIONAL POLICY & REFORM

National Rail Action Plan

ONRSR worked closely with the National Transport Commission in 2024–2025 as a key partner in the delivery of the National Rail Action Plan (NRAP). The NRAP focuses on creating a single, national rail system by aligning standards and rules for infrastructure, rolling stock, and control/communication (signalling) systems. Additionally, ONRSR has been actively involved in national reforms led by the NTC to streamline rolling stock approvals and to develop national competencies and qualifications for rail safety workers.

RSNL Changes - May 2025

On 26 May 2025, a series of changes to *Rail Safety National Law* took effect. These included changes to simplify some accreditation and registration requirements.

Under the revised legislation:

- Rail infrastructure managers of freight terminals can apply to the Regulator to be registered rather than accredited.
- The decision to grant registration is at the Regulator's discretion.
- Application fees no longer apply for variations to accreditation and registration.
- Accredited rolling stock operators are no longer required to also pay registration fees for private sidings.

4.0

CORPORATE PERFORMANCE



PEOPLE & PARTNERSHIPS

At ONRSR we recognise our people are integral to all that we do which is why we continue to invest in their development and in our workplace culture.

Our Culture Roadmap developed throughout 2024-2025 includes activities to enhance a cohesive and positive workplace culture, ensuring our day-to-day activities are underpinned by our values of Integrity, Respect, Independence, Diligence and Excellence. It also promotes a diverse, supportive and continual learning environment one where we invest in the development and capability of our people so they can succeed in their roles. We are focused on attracting and retaining talent that contributes to progressing our strategic objectives and our vision of safe railways for Australia.





Average Years of Service

2024-2025	2023-2024
4.21	3.91

Gender Split of Key Governance Committees

ONRSR Members Meeting

2024-2025	2023-2024
FEMALE 3	FEMALE 3
MALE 0	MALE 0

Executive Management Committee

2024-2025	2023-2024
FEMALE 8	FEMALE 3
MALE 3	MALE 3

FTE

Gender

2024-2025	2023-2024
FEMALE 86	FEMALE 80
MALE 92	MALE 99

FTE Split by Grade and Gender

GRADE	2024-2025		2023-2024	
	FEMALE	MALE	FEMALE	MALE
Grade 1-4	26	7	23	9
Grade 5-7	21	7	22	7
Regulatory Officers	27	47	24	52
Manager	6	16	7	13
Snr Manager	4	14	1	16
Executive	2	1	3	2

Employee Engagement & Support

KEY INITIATIVES

- Work From Home Policy.
- Up to 18 weeks parental leave and a flexible approach to returning to work.

Retention

2024-2025	2023-2024
88.89%	87.5%

Turnover

2024-2025	2023-2024
11.11%	12.5%

Excludes staff that have exited due to expiry of fixed term contracts, redundancy, retirement, or before completing probation.

Staff Engaged in Part Time Employment

2024-2025	2023-2024
3%	5%

Learning & Development

Regulatory Officer Training Program:

3,753 HOURS

25 REGULATORY OFFICERS

Regulatory Officer Competency Maintenance Program:

1,046 HOURS

77 REGULATORY OFFICERS

Professional Development Training Completed

348 HOURS

NON-REGULATORY OFFICERS

Health & Wellbeing

Implemented a National Approach for the prevention and response to sexual, sex or gender-based harassment

Call It Out Training

100% OF STAFF COMPLETED

Relaunched Peer Support Network

Mental Health First Aid Officers

47 QUALIFIED

Obtained TrackSAFE Foundation Trauma Management Accreditation

KEY ACHIEVEMENTS

- Developed ONRSR Culture Blueprint.
- WGEA reporting submission.
- Successful pilot of change management framework.

NEXT STOPS

Roll out ONRSR Leadership Excellence Program.

Partnerships

Government

- National Transport Commission (NTC)
- State and Federal Governments (State and Federal Transport and Infrastructure Departments)

Safety Investigation Agencies

- Australian Transport Safety Bureau (ATSB)
- Office of Transport Safety Investigations (OTSI)
- Office of the Chief Investigator (OCI)
- National Heavy Vehicle Regulator (NHVR)

Industry Associations / Groups

- Australasian Railway Association (ARA)
- National Regulators Community of Practice (NRCOP)
- Association of Tourist and Heritage Rail Australia (ATHRA)
- Austroads
- International Rail Safety Council (IRSC)
- National Level Crossing Safety Committee (NLCSC)

Industry Associations / Groups

- TrackSAFE Foundation

Standards Bodies

- Rail Industry Standards and Safety Board (RISSB)

Research Bodies & Academia

- Monash Institute of Rail Technology (MIRT)
- Centre for Human Factors – University of the Sunshine Coast)

PLANET

At ONRSR we aim to minimise our environmental impact by:

- Embracing digital work practices to reduce the need for paper.
- Adopting remote work arrangements to reduce the impact of congestion and emissions.
- Recycling and other office-based initiatives to reduce reliance on consumables.
- Striking a balance between travel for field and other regulatory activities around the country against the use of online communication tools.

Offices

Total Office Spaces

2024-2025	2023-2024
7	7

Total Office Space

2024-2025	2023-2024
3,958m ²	3,958m ²

Average NABERS Rating

2024-2025	2023-2024
4.5	4.4
★★★★★	★★★★★

Printing

(paper usage)

Trees

2024-2025	2023-2024
24.21	28.53



Travel - Flights

Distance Travelled

2024-2025	2023-2024
1,972,216km	1,740,537km

Total Emissions

2024-2025	2023-2024
548.70	486.68
TONNES CO ²	TONNES CO ²

ONRSR Vehicle Fleet

Combined Tailpipe Emissions

ONRSR Average Emissions

2024-2025	2023-2024
170g/km	195g/km

Federal Government's Green Vehicle Guide Average

2024-2025	2023-2024
182g/km	182g/km

Fleet Profile (overview)

2024-2025	2023-2024
12	11

Vehicles That Run On Green Energy

2024-2025	2023-2024
4	0

ONRSR
Vehicle
Fleet
(cont.)

VEHICLE	AVERAGE EMISSIONS	
	2024-2025	2024-2025
Subaru Forester	168g/km	168g/km
Toyota Hilux	206g/km	206g/km
Toyota Landcruiser Prado	209g/km	206g/km
Mitsubishi Pajero Sport	212g/km	212g/km
Toyota Rav 4 (Hybrid Electric Vehicle)	109g/km	—
Toyota Corolla (Hybrid Electric Vehicle)	91g/km	—
Holden Colorado	—	228g/km

KEY ACHIEVEMENTS

- 4 hybrid vehicles replaced petrol models.
- 5-Star ANCAP safety rating on all ONRSR vehicles.

NEXT STOPS

- Reducing consumption of office-based consumables.
- Enhanced environmental and wellbeing credentials via local building managers and promotion of internal initiatives.

PRINCIPLES OF
GOVERNANCE

At ONRSR we are committed to implementing good governance principles that support effective and efficient operations and meet our reporting obligations.

As an independent regulator an effective governance framework for both our regulatory and corporate functions is essential to meet our own high expectations and those of our stakeholders. The ONRSR – consisting of the Regulator and 2 non-executive members – has oversight of governance supported by an Audit and Risk Committee and Executive Management Committee.

Other governance committees collectively deliver on key elements of our governance framework including work health and safety, staff consultation, IT and data management as well as business divisions and teams. Assurance of our governance framework, in particular risks and controls, is provided through internal and external audit.



Key Governance Committees
(Total Meetings Conducted)

ONRSR Members Meeting	
2024-2025	2023-2024
7	8
Audit and Risk Committee Meetings	
2024-2025	2023-2024
4	4
Executive Management Committee Meetings	
2024-2025	2023-2024
11	11

Enterprise Risk Management Register

Reviews Conducted	
2024-2025	2023-2024
120	140
Total Number of Risks	
2024-2025	2023-2024
116	109
Total Open Actions	
2024-2025	2023-2024
34	30

Freedom Of Information

Total FOI Requests Received	
2024-2025	2023-2024
11	5
FOI Requests Responded to Within the Required Timeframe	
2024-2025	2023-2024
7	5

Audits

Internal Audits	
2024-2025	2023-2024
7	9
Cyber CX	
2024-2025	2023-2024
1	3
External Audits	
Audit Office of South Australia	
2024-2025	2023-2024
1	1

KEY ACHIEVEMENTS

- Bespoke Ethics in Regulation training completed by 100% of team members.
- Aligned the Information Management Framework to State Records SA.
- Enhanced the Corporate Governance Framework to align with the 'Governance Lighthouse' Model.
- Implemented a new Enterprise Risk Management Platform, Protecht.
- Integrated annual invoicing into Finance System.
- Implemented a program to formally monitor the effectiveness of financial management controls.
- Conducted a review of corporate insurance portfolio.
- Partnered with CrowdStrike on an improved Security Operations Centre.
- 'Friendly Phishing' training made mandatory for all staff.

NEXT STOPS

- Revise The ONRSR Way.
- Review and strengthen cyber security.
- Enhance range and scope of internal governance committees.
- Review corporate banking arrangements.
- Review Contract Management and Procurement Frameworks.
- Enhance Risk Appetite Statement.

5.0

FINANCIAL REPORT



FINANCIAL SUMMARY 2024-2025

ONRSR's detailed audited financial statements are on page 60 of this Annual Report. The financial statements are general purpose financial statements and have been prepared in accordance with:

- Section 36 and 43 of the *Rail Safety National Law*.
- Provisions of the *Public Finance and Audit Act 1987* as modified by the *Rail Safety National Law National Regulations*.
- Relevant Australian Accounting Standards.

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 263 of the *Rail Safety National Law (South Australia) Act 2012*, the financial statements of the Office of the National Rail Safety Regulator for the financial year ended 30 June 2025 have been audited by the Audit Office of South Australia (formerly the South Australian Auditor-General's Department).

For the financial year ending 30 June 2025 ONRSR reports an overall surplus position of \$1.7m. This financial position reflects an increase in annual fee revenue following approval by State, Territory and Commonwealth Governments to raise the cost of regulation by CPI alongside the accounting treatment impact of certain transactions during the year, including:

- Recognition of grant funding received from the Commonwealth Government for the Level Crossing Safety Data Improvement project, which ONRSR is leading on behalf of the National Level Crossing Safety Committee.
- An accounting adjustment to the make good provision for the Adelaide office, following a lease renewal.

ONRSR's primary sources of revenue are annual fees from industry and State and Territory Government contributions from New South Wales, Victoria and the Northern Territory. In accordance with the *Intergovernmental Agreement on Rail Safety Regulation and Investigation Reform 2011*, State and Territory Government contributions to ONRSR continue to reduce in favour of industry contributions.

ONRSR's expenses are predominantly driven by employee-related costs, which saw a modest year-on-year increase. Other costs were broadly held flat relative to the prior year as ONRSR retained a prudent approach to expense management.

Despite the financial pressures of prior years, ONRSR has recorded a moderate increase in its cash reserves by continuing to carefully manage its cost base as well as the timing and pace of self-funded investment in strategic projects as set out in the ONRSR Corporate Plan. ONRSR seeks to maintain a prudent level of cash reserves to ensure it remains sustainable as a financially independent entity, and able to meet its financial commitments – as such, sustaining and responsibly building its cash reserves remains an important aspect of managing ONRSR's financial security. Of the \$25.3m in cash reserves held at year end, \$22.9m is committed or ring-fenced to meet expected future obligations.

OFFICIAL



Government of South Australia
Audit Office of South Australia

Our ref: A25/466

Level 9
State Administration Centre
200 Victoria Square
Adelaide SA 5000
Tel +618 8226 9640
ABN 53 327 061 410
enquiries@audit.sa.gov.au
www.audit.sa.gov.au

Dr N Pelham
Chief Executive
Office of the National Rail Safety Regulator
email: natalie.pelham@onrsr.com.au

Dear Dr Pelham

Audit of the Office of the National Rail Safety Regulator for the year to 30 June 2025

We have completed the audit of your accounts for the year ended 30 June 2025. Two key outcomes from the audit are the:

- 1 Independent Auditor's Report on your agency's financial report
- 2 an audit management letter recommending you address identified weaknesses.

1 Independent Auditor's Report

We are returning the financial report for the Office of the National Rail Safety Regulator, with the Independent Auditor's Report. This report is unmodified.

The *Public Finance and Audit Act 1987* allows me to publish documents on the Audit Office of South Australia website. The enclosed Independent Auditor's Report and accompanying financial report will be published on that website on Tuesday 14 October 2025.

2 Audit management letter

During the year, we sent you an audit management letter detailing the weaknesses we noted and improvements we considered you need to make.

We have received a response to our letter and will follow up in the 2025-26 audit.

OFFICIAL

What the audit covered

Our audits meet statutory audit responsibilities under the *Public Finance and Audit Act 1987* and the Australian Auditing Standards.

Our audit covered the principal areas of the agency's financial operations and included test reviews of systems, processes, internal controls and financial transactions. Some notable areas were:

- cash and financial assets
- payroll
- expenditure
- revenue, receipting and banking
- general ledger.

Particular attention was given to the lease extensions agreed in the 2024-25 financial year for the Adelaide and Perth Offices. We concluded that the financial report was prepared in accordance with the financial reporting framework in this respect.

I would like to thank the staff and management of your agency for their assistance during this year's audit.

Yours sincerely

Daniel O'Donohue
Deputy Auditor-General

28 August 2025

enc

INDEPENDENT AUDITOR'S REPORT



Government of South Australia
Audit Office of South Australia

Level 9
State Administration Centre
200 Victoria Square
Adelaide SA 5000
Tel +618 8226 9640
ABN 53 327 061 410
enquiries@audit.sa.gov.au
www.audit.sa.gov.au

To the Chief Executive Office of the National Rail Safety Regulator

Opinion

I have audited the financial report of the Office of the National Rail Safety Regulator for the financial year ended 30 June 2025.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the Office of the National Rail Safety Regulator as at 30 June 2025, its financial performance and its cash flows for the year then ended under the provisions of the *Public Finance and Audit Act 1987*, the *Rail Safety National Law (South Australia) Act 2012* and Australian Accounting Standards – Simplified Disclosures.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2025
- a Statement of Financial Position as at 30 June 2025
- a Statement of Changes in Equity for the year ended 30 June 2025
- a Statement of Cash Flows for the year ended 30 June 2025
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chief Executive and the Executive Director, Corporate Services.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the Office of the National Rail Safety Regulator. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Chief Executive for the financial report

The Chief Executive is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987*, the *Rail Safety National Law (South Australia) Act 2012* and Australian Accounting Standards – Simplified Disclosures and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive is responsible for assessing the Office of the National Rail Safety Regulator's ability to continue as a going concern. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 7B(1) of the Regulations to the *Rail Safety National Law (South Australia) Act 2012*, I have audited the financial report of the Office of the National Rail Safety Regulator for the financial year ended 30 June 2025.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Office of the National Rail Safety Regulator's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive
- conclude on the appropriateness of the Chief Executive’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor’s report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O’Donohue
Deputy Auditor-General

28 August 2025

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

CERTIFICATION OF THE FINANCIAL STATEMENTS

We certify that the attached financial statements for the Office of the National Rail Safety Regulator:

- comply with Section 263 of the *Rail Safety National Law (South Australia) Act 2012* and Regulation 48 of *Rail Safety National Law National Regulations 2012* , and relevant Australian Accounting Standards;
- are in accordance with the accounts and records of the Office of the National Rail Safety Regulator; and
- present a true and fair view of the financial position of the Office of the National Rail Safety Regulator as at 30 June 2025 and the results of its operation and cash flows for the financial year.

We certify the internal controls employed by the Office of the National Rail Safety Regulator for the financial year over its financial reporting and the preparation of the general purpose financial statements have been effective throughout the reporting period.



Chief Executive

21 / 8 / 2025



Executive Director - Corporate Services

21 / 8 / 2025

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income:			
Revenues from fees and charges	4	46,386	40,547
Interest revenues	5	1,511	1,305
Other income	6	1,575	1,357
Total income		49,472	43,209
Expenses:			
Employee related expenses	7	33,491	30,502
Supplies and services	8	10,760	10,678
Depreciation and amortisation	9	3,078	2,901
Finance costs	10	371	106
Other expenses	11	46	4
Total expenses		47,746	44,191
Net result		1,726	(982)
Total comprehensive result		1,726	(982)

The above statement should be read in conjunction with the accompanying notes.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
Current assets:			
Cash and cash equivalents	12	17,300	13,625
Receivables	13	995	1,693
Other financial assets	14	8,000	10,000
Total current assets		26,295	25,318
Non-current assets:			
Property, plant and equipment	15	10,385	6,386
Total non-current assets		10,385	6,386
Total assets		36,680	31,704
Current liabilities:			
Payables	17	855	1,270
Other financial liabilities	18	2,177	2,364
Employee related liabilities	19	5,289	4,806
Provisions	20	-	530
Other liabilities	21	-	1,253
Total current liabilities		8,321	10,223
Non-current liabilities:			
Other financial liabilities	18	7,345	2,554
Employee related liabilities	19	918	864
Provisions	20	1,419	1,112
Total non-current liabilities		9,682	4,530
Total liabilities		18,003	14,753
Net assets		18,677	16,951
Equity:			
Retained earnings		18,677	16,951
Total equity		18,677	16,951

The above statement should be read in conjunction with the accompanying notes.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2025

	Retained earnings	Total equity
	\$'000	\$'000
Balance as at 30 June 2023	17,933	17,933
Net result	(982)	(982)
Balance as at 30 June 2024	16,951	16,951
Net result	1,726	1,726
Balance as at 30 June 2025	18,677	18,677

The above statement should be read in conjunction with the accompanying notes.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

STATEMENT OF CASH FLOWS

For the year ended 30 June 2025

	2025	2024
	\$'000	\$'000
Cash flows from operating activities:		
Cash inflows		
Fees and charges received	46,412	40,522
Interest received	1,577	1,297
Grants received	-	1,281
GST recovered from the ATO	1,318	1,183
Other receipts	427	1,045
Cash outflows		
Employee related payments	(32,703)	(30,208)
Payments for supplies and services	(12,094)	(12,062)
Interest paid on finance costs	(371)	(106)
Net cash from operating activities	4,566	2,952
Cash flows from investing activities:		
Cash inflows		
Proceeds from sale of financial instruments	2,000	-
Cash outflows		
Purchase of property, plant and equipment	(481)	(14)
Net cash from/(used in) investing activities	1,519	(14)
Cash flows from financing activities:		
Cash outflows		
Repayment of principal portion of lease liabilities	(2,410)	(2,364)
Net cash (used in) financing activities	(2,410)	(2,364)
Net increase in cash and cash equivalents	3,675	574
Cash and cash equivalents at 1 July	13,625	13,051
Cash and cash equivalents at 30 June	17,300	13,625

The above statement should be read in conjunction with the accompanying notes.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Objective of the Office of the National Rail Safety Regulator

The Office of the National Rail Safety Regulator (ONRSR) is established under the *Rail Safety National Law (South Australia) Act 2012 (the Law)*.

ONRSR has responsibility for regulatory oversight of rail safety in every Australian state and territory.

The principal objective of ONRSR is to enhance rail safety for the Australian community through targeted, risk-based regulation and by sharing insights and information arising from its work. This is achieved through regulation of the rail industry in accordance with *the Law*, supporting regulations, guidelines and policies and the promotion of safety as a fundamental objective in the delivery of rail transport services.

2. Material accounting policy information

(a) Statement of compliance

These financial statements have been prepared in compliance with section 263 of *the Law* and Regulation 48 of *Rail Safety National Law National Regulations*.

The financial statements are general purpose financial statements.

ONRSR does not control any other entity and has no interest in unconsolidated structured entities. The financial statements and accompanying notes include all the activities of ONRSR.

The financial statements have been prepared in accordance with relevant Australian Accounting Standards, applying simplified disclosures.

ONRSR has applied Australian Accounting Standards that are applicable to not-for-profit entities as ONRSR is a not-for-profit entity.

The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

(b) Basis of preparation

The financial statements have been prepared based on a 12 month period and presented in Australian currency.

(c) Comparative information

The presentation and classification of items in the financial statements are consistent with prior periods except where specific accounting standards have required a change or an error has been identified.

(d) Rounding

All amounts in the financial statements and accompanying notes have been rounded to the nearest thousand dollars (\$'000).

(e) Taxation

ONRSR is not subject to income tax. ONRSR is liable for payroll tax, fringe benefits tax and goods and services tax (GST).

Income, expenses and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable.
- receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as part of receivables or payables in the Statement of Financial Position.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

Cash flows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office is classified as part of operating cash flows.

(f) Current and non-current asset classification

Assets and liabilities that are sold, consumed or realised as part of the normal operating cycle even when they are not expected to be realised within twelve months after the reporting date have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

3. New and revised accounting standards and policies

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by ONRSR for the year ended 30 June 2025. ONRSR has assessed the impact of the new or changed Australian Accounting Standards and interpretations not yet implemented and has determined they will not have any material effect on ONRSR's financial statements.

4. Revenue from fees and charges

	2025	2024
	\$'000	\$'000
Revenue from accreditations	60	77
Revenue from major projects	2,504	1,814
Revenue from annual fees from industry and government	43,822	38,656
Total revenue from fees and charges	46,386	40,547

Revenues from fees and charges are derived from the annual fees and other fees and charges payable by industry and state governments, and are recognised as income in the reporting period when revenues are due in accordance with AASB 1058 *Income of Not-for-Profit Entities*.

5. Interest revenues

	2025	2024
	\$'000	\$'000
Interest received	1,511	1,305
Total interest revenues	1,511	1,305

Interest is recognised using the effective interest rate method.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

6. Other income

	2025	2024
	\$'000	\$'000
Penalties received ¹	2	864
Sale of assets	-	5
Reimbursement of legal costs ¹	8	363
Reimbursement of other costs	53	96
Grants received ²	1,253	29
Gain on release from make good obligation ³	259	-
Total other income	1,575	1,357

¹ Penalties received and reimbursement of legal costs are awarded to ONRSR by the Courts through prosecutions by the Regulator in accordance with section 220 of the Law .

² Grant income relates to the Commonwealth-sourced grant for the Level Crossing Safety Data Improvement Project led by ONRSR on behalf of the National Level Crossing Committee. Funding for this project was received in full in the year ending 30 June 2024, at which point the revenue was recognised over time as ONRSR completed the project in accordance with AASB 15 *Contracts with Customers* . During the reporting period, the grant was subject to a variation, which resulted in ownership of the project outcome remaining with ONRSR rather than transferring to another entity. When the variation became effective, all remaining grant income was recognised in full in accordance with AASB 1058 *Income of Not-for-Profit Entities* .

³ During the reporting period, ONRSR renewed its lease arrangements for its Adelaide office premises, releasing it from the 'make good' obligations of the expiring lease. As a result, the Make Good provision for the Adelaide lease was reduced to nil. Where the provision exceeded the carrying value of the leasehold improvement asset, the excess was recognised in profit and loss.

7. Employee related expenses

	2025	2024
	\$'000	\$'000
Salaries and wages	25,691	23,387
Annual leave	2,175	2,024
Long service leave	675	607
Superannuation ¹	3,174	2,765
Workers compensation	242	201
Other employee related expenses	1,534	1,518
Total employee related expenses	33,491	30,502

¹ The superannuation employment on-cost charge represents ONRSR's contributions to externally managed superannuation plans in respect of current services of current employees.

Accounting policies for employee related expenses are contained in note 19.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

8. Supplies and services

	2025	2024
	\$'000	\$'000
Consultants and contractor fees	2,750	2,049
Information Technology	3,617	4,573
Insurance	540	552
Legal costs ¹	525	509
Property	791	766
Training and development	356	256
Travelling expenses	1,401	1,116
Drug and alcohol testing	174	237
Other ²	606	620
Total supplies and services	10,760	10,678

¹ Legal costs primarily relate to prosecution proceedings initiated by the Regulator in accordance with section 220 of the Law .

² Other expenses include audit fees paid / payable to the Audit Office of South Australia (AOSA) relating to work performed under the *Public Finance and Audit Act 1987* of \$54,400 (2024: \$53,300). During the year no other services were provided by AOSA to ONRSR.

9. Depreciation and amortisation

	2025	2024
	\$'000	\$'000
Fixtures and fittings	36	35
IT equipment	19	42
Leasehold improvements	857	621
Right-of-use assets	2,166	2,203
Total depreciation and amortisation	3,078	2,901

All non-current assets, having a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential.

Assets' residual values, useful lives and amortisation methods are reviewed and adjusted, if appropriate, on an annual basis.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate, which is a change in accounting estimate.

The value of leasehold improvements is amortised over the estimated useful life of each improvement, or the unexpired period of the relevant lease, whichever is shorter.

The depreciation rates for right-of-use assets are based on the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Depreciation/amortisation is calculated on a straight line basis for all classes of assets, other than for fixtures and fittings which is calculated using the diminishing value method. The estimated useful life of each class of assets is as follows:

Class of asset	Useful life (years)
Fixtures and fittings	20
IT equipment	2 - 10
Leasehold improvements	Life of Lease
Right-of-use assets	Life of Lease

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

10. Finance costs

	2025	2024
	\$'000	\$'000
Interest expense on lease liabilities	371	106
Total finance costs	371	106

11. Other expenses

	2025	2024
	\$'000	\$'000
Net loss on disposal of property, plant and equipment	46	4
Total other expenses	46	4

12. Cash and cash equivalents

	2025	2024
	\$'000	\$'000
Cash at bank	17,300	13,625
Total cash and cash equivalents	17,300	13,625

Cash at bank is available on demand and recognised at its nominal amount.

13. Receivables

	2025	2024
	\$'000	\$'000
Current		
Contractual receivables	2	31
Prepayments	592	858
Accrued interest	173	238
Accrued revenue	71	434
Security deposit	5	5
Statutory receivables	152	127
Total current receivables	995	1,693

Receivables arise from the collection of fees and charges from industry and state governments. Receivables are generally settled within 30 days after the issue of an invoice, noting that invoices for annual fees issued to industry are due for payment by 31 October in each year as prescribed by *the Law*.

Further information relating to the measurement basis for financial assets is contained in note 27.

An impairment loss allowance is recognised when there is objective evidence (based upon past experience and current and expected changes in client credit rating) that an account receivable has become impaired.

As at 30 June 2025 all accounts receivable are assessed as collectable, and no impairment loss allowance has been recognised (2024: no impairment loss allowance recognised).

14. Other financial assets

	2025	2024
	\$'000	\$'000
Current		
Terms deposits - amortised cost	8,000	10,000
Total current other financial assets	8,000	10,000

Term deposits carry a fixed interest rate of 4.97%, with an original maturity date of between approximately 8 and 12 months, and mature within approximately 3 to 7 months of balance date. Term deposit investments are those with original maturities beyond those which are considered short-term (assessed as 3 months or less from the date of acquisition) and, other than at original maturity, are not considered readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value due to requirements relating to notice periods and interest penalties imposed by the issuing institution.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

15. Property, plant and equipment

	2025	2024
	\$'000	\$'000
Leasehold improvements		
At cost	5,379	5,466
Accumulated depreciation	(4,274)	(3,676)
Total leasehold improvements	1,105	1,790
Fixtures and fittings		
At cost	619	732
Accumulated depreciation	(337)	(372)
Total fixtures and fittings	282	360
IT equipment		
At cost	462	218
Accumulated depreciation	(155)	(196)
Total computer equipment	307	22
Right-of-use assets		
At cost	21,379	14,847
Accumulated depreciation	(12,688)	(10,633)
Total right-of-use assets	8,691	4,214
Total property, plant and equipment	10,385	6,386

Property, plant and equipment are initially identified at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Property, plant and equipment are subsequently measured at cost after allowing for accumulated depreciation and are tested for indications of impairment at each reporting date. Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

All property, plant and equipment with a value equal to or in excess of \$5,000 are capitalised on acquisition.

ONRSR expects for all non-current tangible assets that any costs of disposal will be negligible, and the recoverable amount to be close to or greater than the carrying value.

Items of property, plant and equipment are derecognised upon disposal or when no further future economic benefits are expected from its use or disposal (refer note 6).

Leased right-of-use assets are capitalised on the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives receivable. The increase in right-of-use assets recorded during the reporting period primarily reflects the renewal of leasing arrangements for ONRSR's office premises in Adelaide and Perth.

ONRSR's leases are for office accommodation in Adelaide, Brisbane, Darwin, Hobart, Melbourne, Perth and Sydney as well as 12 motor vehicles to support ONRSR's operational activities across those locations. Office leases are non-cancellable with terms ranging up to 10 years and rent payable monthly in advance. Office accommodation lease payments are increased annually in accordance with the terms of the lease agreement and no options exist to renew the leases at the end of their term. Motor vehicle leases are non-cancellable terms ranging up to 5 years and rental payable monthly in advance, with lease payments fixed over the term of the lease and no options exist to renew the leases at the end of their term.

Impairment

There were no indications of impairment of property, plant and equipment or right-of-use assets at 30 June 2025.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

16. Asset movement reconciliation

	Leasehold improvements	Fixtures and fittings	IT equipment	Right-of-use assets	Total
2025	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2024	1,790	360	22	4,214	6,386
Acquisitions	136	-	307	137	580
Disposals	-	(43)	(3)	-	(46)
Remeasurement	135	-	-	6,506	6,641
Depreciation	(858)	(35)	(19)	(2,166)	(3,078)
Other changes ¹	(98)	-	-	-	(98)
Carrying amount at 30 June 2025	1,105	282	307	8,691	10,385

¹ Other changes reflect ONRSR being released during the reporting period from its previous obligation to restore ('make good') its leased Adelaide office premises, as detailed in note 6.

17. Payables

	2025	2024
	\$'000	\$'000
Current		
Contractual payables	134	351
Accrued expenses	582	776
Employee on-costs ¹	130	135
Statutory payables	9	8
Total current payables	855	1,270

¹ Employee on-costs include payroll tax, workers compensation levies and superannuation contributions. ONRSR makes contributions to various state government and commercial superannuation schemes, which are treated as an expense when they occur. There is no liability for payments to beneficiaries, as those obligations have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to scheme managers.

All payables are measured at their nominal amounts, are unsecured and are generally settled within 30 days of an invoice being received.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

18. Other Financial Liabilities

	2025	2024
	\$'000	\$'000
Current		
Lease liabilities	2,177	2,364
Total current other financial liabilities	2,177	2,364
Non-current		
Lease liabilities	7,345	2,554
Total non-current other financial liabilities	7,345	2,554
Total other financial liabilities	9,522	4,918

Lease liabilities represent the present value of future lease payments measured in accordance with AASB 16 *Leases*, using the discount rate implicit in the lease. The increase in lease liabilities recorded during the reporting period primarily reflects the renewal of leasing arrangements for ONRSR's office premises in Adelaide and Perth.

A maturity analysis of lease liabilities based on undiscounted gross cash flows is provided in the table below.

	2025	2024
	\$'000	\$'000
Maturity analysis - lease liabilities undiscounted cash flows		
Not later than one year	2,619	2,430
Later than one year but not later than five years	5,365	2,595
Later than five years	3,468	-
Total	11,452	5,025

19. Employee related liabilities

	2025	2024
	\$'000	\$'000
Current		
Accrued salaries and wages	1,099	1,016
Annual leave	1,729	1,581
Long service leave	2,461	2,209
Total current employee related liabilities	5,289	4,806
Non-current		
Long service leave	918	864
Total non-current employee related liabilities	918	864
Total employee related liabilities	6,207	5,670

Employee related liabilities accrue for employees as a result of services provided up to the reporting date that remain unpaid. The obligations are presented as current liabilities if ONRSR does not have an unconditional right to defer settlement for at least 12 months after the reporting date , regardless of when the actual settlement is expected to occur.

- *Short term employee related obligations*
Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of the employee's service up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

- *Other long-term employee related obligations*
The liability for long service leave which is not expected to be settled within 12 months after the end of the period in which employees render the related service is recognised in employee related liabilities and measured as the present value of the expected future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to expected future wage and salary levels. Expected future payments are discounted using market yields at the end of the reporting period on government bonds.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

20. Provisions

	2025	2024
	\$'000	\$'000
Make Good		
Carrying amount at the beginning of the period	1,642	1,219
Remeasurement of continuing obligations ¹	135	423
Release from previously recognised obligation ²	(358)	-
Carrying amount at the end of the period	1,419	1,642
Classified as:		
Current		
Make Good	-	530
Total current provisions	-	530
Non-current		
Make Good	1,419	1,112
Total non-current provisions	1,419	1,112
Total provisions	1,419	1,642

Agreements for the leasing of premises contain provisions which obligate ONRSR to restore those premises to their original condition at the conclusion of the lease. ONRSR has made a Make Good provision to reflect the present value of the obligation to fulfil this future liability in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*, with the reported value taking into account expected increases in restoration cost with reference to the 5-year average annual change in the building price index for the relevant capital city, discounting to present value using the relevant Commonwealth bond rate which aligns with the timing of the make good obligation.

¹ Remeasurement of the Make Good provision during the reporting period represents unwinding of the discount, changes to the building price indices and discount rates applied, and any relevant changes to the terms of the underlying leases.

² During the reporting period ONRSR was released from its previous obligation to restore its leased Adelaide office premises as detailed in note 6, resulting in derecognition of the corresponding previously recognised component of the Make Good provision.

21. Other liabilities

	2025	2024
	\$'000	\$'000
Current		
Contract liability	-	1,253
Total other liabilities	-	1,253

Contract liability relates to a Commonwealth-sourced grant for the Level Crossing Safety Data Improvement Project. Due to a variation to the grant funding agreement, during the reporting period all previously unrecognised grant funding was recognised as income as detailed in note 6.

22. Unrecognised contractual commitments
Expenditure commitments - non-capital

	2025	2024
	\$'000	\$'000
Within one year	802	1,133
Later than one year but no longer than five years	467	106
Total other commitments	1,269	1,239

Amounts disclosed include commitments arising from IT and telephony licensing, maintenance and services agreements, other service providers and short-term and low value leases not recognised in accordance with AASB 16 *Leases*.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

23. Contingent assets and liabilities

The Regulator commenced two prosecutions prior to 30 June 2025 in accordance with section 220 of *the Law* that were not ultimately determined at balance date. These involved:

- One charge under section 58 of *the Law*, for which the maximum penalty is \$3,000,000.
- Two charges under section 60 of *the Law*, for which the maximum penalty is \$500,000 in each instance.

In previous cases resulting in convictions and the imposition of penalties, the penalty imposed is often substantially below the maximum penalty specified under the relevant section of *the Law*.

If the Regulator is successful in these matters, ONRSR may seek an order for up to one half of any fines imposed by the Courts as a penalty against the defendants, with ONRSR also having the opportunity to seek an order for its external legal costs. If the Regulator is unsuccessful, costs may be awarded against ONRSR.

In addition to these two prosecutions, during the reporting period the Regulator commenced a prosecution which was subsequently withdrawn. As at 30 June 2025 there is a prospect that costs may be awarded against ONRSR in relation to this matter. ONRSR has elected not to provide an estimate of such costs on the basis that such disclosure could be prejudicial to the outcome of this matter.

24. Events after the reporting period

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to significantly affect the operations of ONRSR, the results of those operations, or the state of affairs of ONRSR, in subsequent financial years.

25. Key management personnel

Key management personnel of ONRSR include the Regulator, Non Executive Members and Executive Directors who have responsibility for the strategic direction and management of ONRSR, including personnel acting in those roles on a temporary basis. For the year ended 30 June 2025 the total number of key management personnel was 9 (2024: 9), who were collectively awarded total compensation of \$1.806 million (2024: \$2.037 million).

Transactions with key management personnel

There were no transactions with the key management personnel during the reporting period.

26. Related party transactions

Related parties of ONRSR include all key management personnel and their close family members. There were no related party transactions during the reporting period.

OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR

27. Financial instruments

Categorisation of financial instruments

The carrying amounts of each of the financial instrument categories are detailed below:

	2025 \$'000	2024 \$'000
Financial assets:		
Financial assets		
Cash and cash equivalents	17,300	13,625
Financial assets at amortised cost		
Term deposits	8,000	10,000
Receivables	246	708
Total financial assets	25,546	24,333
Financial liabilities:		
Financial liabilities at amortised cost		
Payables	662	1,074
Lease liabilities	9,522	4,918
Total financial liabilities	10,184	5,992
Net gain or loss on financial assets:		
Cash and cash equivalents		
Interest on cash and cash equivalents	893	837
Financial assets		
Interest on term deposits	618	468
Net gain on financial assets	1,511	1,305
Net gain or loss on financial liabilities:		
Lease Liabilities		
Interest expense on lease liabilities	(371)	(106)
Net (loss) on financial liabilities	(371)	(106)

Receivable and payable amounts disclosed in this note exclude amounts relating to statutory receivables and payables.

Receivables amount disclosed here excludes prepayments and security deposits. Prepayments are presented in note 13 receivables in accordance with paragraph 78 (b) of AASB 101 *Presentation of Financial Statements* . Prepayments are not financial assets as defined in AASB 132 *Financial Instruments: Presentation* as the future economic benefit of these assets is the receipt of goods and services rather than the right to receive cash or another financial asset.

Financial assets include contractual rights to receive cash or another financial asset from another entity. Financial assets also include receivables that arise from statutory requirements, as the statutory requirements provide ONRSR with a right to receive cash or another financial asset from another entity.

Financial assets are measured at amortised cost using the effective interest method adjusted for any loss allowance.

Financial assets are assessed for impairment at each balance date.

Financial liabilities consist of suppliers and other payables and are measured at amortised cost. Due to their short term nature they are not discounted. Liabilities are recognised to the extent that the goods or services have been received.



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.

6.0

APPENDICES



APPENDIX 1

Office of the National Rail Safety Regulator Freedom of Information Report 2024-2025 in accordance with section 54AA of the FOI Act South Australia (as modified by the RSNL National Regulations).

As the principal officer of ONRSR, Dr Natalie Pelham is an accredited FOI officer, and designated the following persons as accredited FOI officers 2024-2025:

Belinda Cahill

belinda.cahill@onrsr.com.au

Cathy Ray

cathy.ray@onrsr.com.au

Sasha Viergever

sasha.viergever@onrsr.com.au

Mick O'Neill

Freedom Of Information Statement 2024–2025

Introduction

The Office of the National Rail Safety Regulator (ONRSR) is an independent body corporate established under the Rail Safety National Law (RSNL), a Schedule to the *Rail Safety National Law (South Australia) Act 2012* - with its primary objectives being to encourage and enforce safe railway operations and promote and improve national rail safety.

Oversight Compliance

ONRSR is required to comply with section 263 of the RSNL and in turn comply with certain South Australian Acts (the Oversight Laws). These are the Freedom of Information Act, Public Finance and Audit Act, Ombudsman Act and State Records Act. The RSNL provides that all Oversight Laws in each participating jurisdiction are disapplied and then reapplied to ONRSR with modifications made by the RSNL National Regulations so that one set of Oversight Laws (South Australian) apply to ONRSR regardless of jurisdiction.

This statement is published in accordance with section 9(2) of the *Freedom of Information Act 1991* South Australia (the FOI Act) (as modified by the Rail Safety National Law National Regulations). Although ONRSR is explicitly not an agency or instrumentality of the South Australian Government, the modifications made by the RSNL National Regulations applies this FOI Act as if ONRSR were an Agency for the purpose of FOI.

Information regarding freedom of information can be found on the South Australian State Records website.

Structure And Functions

ONRSR has responsibility for regulatory oversight of rail safety in every Australian state and territory, to promote and improve national rail safety and ensure the safety of the community.

ONRSR operates with dual, yet complementary, functions: administering the RSNL accreditation system and regulating a duty-based safety management regime - acting as an educator, monitor and enforcer.

Under *Rail Safety National Law*, "the ONRSR" comprises the National Rail Safety Regulator, Dr Natalie Pelham, and non-executive members. These appointments are made by the South Australian Transport Minister on the unanimous recommendation of the responsible ministers.

Our organisational structure comprises of the following Teams - the Executive, National Operations, Stakeholder Engagement and Influence, Technical, Safety Strategy, Corporate Services, Policy and Legal. For a more comprehensive description of ONRSR's structure and functions, as prescribed under section 13 of the RSNL can be found on ONRSR's website (www.onrsr.com.au) and through our publicly available corporate publications.

Types Of Documents Held By ONRSR

ONRSR make publicly available a variety of documentation, including:

- Our Annual Report, Corporate Plan, Statement of Intent and media releases;
- ONRSR policies providing guidance to and setting expectations for ONRSR officers in their exercise of regulatory functions under the RSNL and made publicly available for transparency;
- Guidelines, fact sheets and safety alerts to provide assistance to duty holders in understanding their requirements under the RSNL and to improve rail safety;
- The National Rail Safety Register and rail transport operator notices of accreditation and notices of registration issued under the RSNL.

Documents are available on the ONRSR website and may also be inspected, by appointment between 9.00am to 5.00pm on weekdays (excluding public holidays), at the National Office of ONRSR located at Level 1, 75 Hindmarsh Square, Adelaide, South Australia.

ONRSR also holds the following broad categories of documents. Pursuant to the FOI Act, some of these documents may be exempt documents:

- corporate files containing correspondence, memoranda, terms of reference and minutes on various aspects of the organisation's operations and committees;
- corporate risk management records;
- accounting and financial records;
- personnel records;
- work health and safety records;
- internal policies, procedures and guidelines that set out the way various activities and programs are performed;
- legal opinion and advice.

The complete list of exemptions may be viewed in Schedule 1 of the FOI Act.



Making A Freedom Of Information Application

- To make a FOI request, you can send an application in writing to ONRSR in one of two ways:
1. Print and complete the 'FOI Application, Request for Access to Documents' form available from the State Records SA website and send it to ONRSR.
OR
 2. Writing your own letter or email that:
 - specifies that you are making an application under the *Freedom of Information Act 1991 (SA)*;
 - includes your name and postal address in Australia;
 - describes the documents you would like to access;
 - specifies whether the documents contain information about your personal affairs;
 - requests how you want to access the document;
 - includes the application fee* unless you are lodging an application to amend your personal records or provide evidence of hardship or hold a current concession card (proof will be required).

* Cheques are to be made payable to 'The Office of the National Rail Safety Regulator' or alternatively EFT facilities are available. Please email foi@onrsr.com.au to request our banking details.

A printed FOI Request for Access form, letter or email can be sent by either email or post – contact details are located below.

We will decide on your request as soon as practicable or within 30 (calendar) days after a valid application has been received (see above – Requesting Access or Amendment to ONRSR Documents).

Contact

Queries, applications and requests may be directed to:

Freedom of Information
Office of the National Rail Safety Regulator
PO Box 3461, Rundle Mall
Adelaide SA 5000
08 8406 1500

foi@onrsr.com.au

APPLICATIONS RECEIVED

INDIVIDUAL/ ORGANISATION	APPLICANT TYPE	STATUS	FEE	SUMMARY	OUTCOME
Individual	Personal	Determined	\$40.75	Access to information obtained in the course of an investigation into an incident.	Scope of FOI not narrowed refused access in accordance with the FOI Act.
Organisation	Non-personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Full access to documents. Partial access with redaction applied in accordance with the FOI Act SA. Refused access to exempted documents.
Individual	Personal	Determined	Nil	Access to information obtained in the course of an investigation into an incident.	Full access to documents.
Organisation	Non-personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Partial access with redaction applied in accordance with the FOI Act SA. Refused access to exempted documents.
Organisation	Non-personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Partial access with redaction applied in accordance with the FOI Act SA. Refused access to exempted documents.
Individual	Personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Refused access to exempted documents.
Individual	Personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Full access to documents.
Individual	Non-personal	Determined	\$40.75	Access to information obtained in the course of an investigation into an incident.	No relevant documents fall within the scope of the application.
Organisation	Non-personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	To be determined.
Organisation	Non-personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Partial access with redaction applied in accordance with the FOI Act SA. Refused access to exempted documents.
Individual	Personal	Determined	\$42.00	Access to information obtained in the course of an investigation into an incident.	Partial access with redaction applied in accordance with the FOI Act SA. Refused access to exempted documents.



*We are all committed to working even
harder, and to a philosophy of continued
reflection and improvement...*

SAFE RAILWAYS FOR AUSTRALIA

Level 1, 75 Hindmarsh Square
Adelaide SA 5000

PO Box 3461, Rundle Mall
Adelaide SA 5000

t 08 8406 1500

e contact@onrsr.com.au

onrsr.com.au

onrsr Office of the
National Rail
Safety Regulator

©2025 Office of the National Rail Safety Regulator. This material may be reproduced in whole or in part, provided the meaning is unchanged and the source is acknowledged.

ISSN: 2202-3127

