



ANNUAL

**PERFORMANCE PLAN
2022/23**

Railway Safety Regulator

Annual Performance Plan

2022/23

The Annual Performance Plan 2022/23 for the Railway Safety Regulator (RSR) is compiled with the latest available information from departmental and other sources.

Some of this information is unaudited or subject to revision.
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Glossary of terms



	A	AFS – Annual Financial Statement
		ALARP – As low as reasonably practicable
		ARC – Audit and Risk Committee
CEO – Chief Executive Officer	C	
	D	DoT – Department of Transport
EXCO – Executive Committee	E	
	F	HFM – Human Factor Management
FY – Financial Year	H	HR – Human Resource
	I	
IDP – Integrated Development Plan	K	KPI – Key Performance Indicator
	M	NATMAP – National Transport Master Plan 2050
MOU – Memorandum of Understanding	N	NIIMS – National Integrated Information Monitoring System
MTSF – Medium Term Strategic Framework	N	NDP – National Development Plan 2030
	P	
PRASA – Passenger Rail Agency of South Africa	R	RSR – Railway Safety Regulator
	R	
SADC – Southern African Development Community	S	
SARA – Southern African Railways Association	T	The Act – National Railway Safety Regulator Act (2002)
SCM – Supply Chain Management		
SEIAS – Socio-Economic Impact Assessment Study		
SMS – Safety Management System		
SMSR – Safety Management System Report		

Definitions

CSM-RA **Common Safety Method for Risk Assessment** gives a harmonised framework for the risk assessment process through the prescription of Hazard Identification, Risk Analysis and Risk Evaluation. This CSM gives a broad framework for the use of risk assessment methodologies to assess changes to the railway system.

RM3 **Railway Management Maturity Model** is a tool for assessing and managing a railway operator's ability to control safety risks, to help identify areas for improvement and provide a benchmark for year-on-year comparison. The RM3 is helping guide the rail operator towards excellence in safety risk management.

SMS **Safety Management System** is a formal framework for integrating safety into day-to-day railway operations and includes safety goals and performance targets, risk assessment, responsibilities and authorities, rules and procedures, monitoring and evaluation processes and any matter as prescribed.

SPCAM **Safety Permit Conformity Assessment Methodology** is applied by Railway Safety Inspectors in the assessment of the adequacy of an operator's Safety Management System (SMS). It is also used by the operator to ensure that their application conforms to the minimum requirements of the RSR.

SRM **Safety Risk Model** consists of a series of fault tree and event tree models representing many hazardous events (HEs) that collectively define the overall level of risk on the railway. It provides a structured representation of the causes and consequences of potential accidents arising from railway operations and maintenance.

Note: The Safety Management System of an operator is at the core of a safety permit. All the above-mentioned acronyms (CSM-RA, RM3, SPCAM, SRM) deal with ensuring that an operator's SMS is robust enough to mitigate against risks arising from railway operations, which will ensure continuous safety improvement and the achievement of excellence in railway operations.

The SRM will provide the Railway Safety Regulator (RSR) and the industry with a holistic view of the industry's collective and individual risks and will serve as a decision-making tool for both the RSR and operator for risk control measures to be implemented.



Minister's foreword

I present this Annual Performance Plan of the Railway Safety Regulator (RSR) at a juncture where the South African rail industry has had its fair share of lows and highs.

The Department of Transport instituted the railway revitalisation initiative known as the railway renaissance a few years back followed by the upgrading of the rail fleet in more recent times. Both the endeavours were aimed at strengthening the rail muscle so as to become a major driver in the South African economy. However, these advances were toppled by the impact of theft and vandalism of the rail infrastructure that surged during lockdown level 4. This had a severe impact on the safety of commuters along with a threat on their household incomes. Moreover, it places strain on the rail sector which is linked to the financial growth of our economy.

In the upcoming 2022/23 period, the Regulator will continue to refine the implementation of the national regulatory framework, monitor compliance in the local railway sector in line with the National Railway Safety Regulator Act No. 16 of 2002 as amended. The Regulator's mandate will be strengthened by the policies developed by the South African Government, including the National Development Plan (NDP) 2030. The RSR contribute to six milestones of the NDP including the establishment of a competitive base of infrastructure, human resources, regulatory frameworks, and the creation of a safe effective and reliable transport system. The Regulator underwrites

these goals by upholding the safety of rail as part of a public transport mode.

Concerning the other government priorities, the RSR boosts the economic recovery process of government through its own financial recovery plan which is evident in the clean audit that was achieved by the organisation in the 2021/22 financial year.

The Regulator's commitment to keep railways safe will be made practical through the roll-out of a further round of Critical Safety Management for Risk Evaluation and Testing (CSM-RA) with nine selected Class A or Class B operators. Furthermore, the Verbal Safety Critical Communications Standard will be adopted in the 2022/23 financial year. These activities will go a long way in bolstering rail safety in general and will be accompanied by the implementation of industry consulted risk assessment tools, methodologies as well as education and awareness campaigns in line with the entity's five-year strategic plan.

I endorse this Annual Performance Plan and confirm my commitment to oversee the implementation of the RSR's roadmap for the 2022/23 financial year to ensure safer railways for all South Africans.



Mr FA Mbalula, MP
MINISTER OF TRANSPORT



Chief Executive Officer's overview

The global pandemic has made us acutely aware of the rapid pace in which digital technologies are advancing each year. Although rail has seen a steep decline in the number of passengers who use trains as a mode of transport, studies have shown that there is a demand for innovative thinking to enhance the passenger experience within the sector through digitisation. According to the International Transport Forum (ITF), "by 2050 passenger mobility will increase by a staggering 200-300 per cent and freight activity by as much as 150-250 per cent. This means that smart solutions will need to be implemented by the rail sector to provide adequate transport capacity for growing volumes of goods and people." Furthermore, this suggests our infrastructure and communications need to be integrated in such a way that the user experience is comfortable, cost-effective, bordering on flawless.

In line with the predictions made at the ITF, President Cyril Ramaphosa, in his 2019 SONA address, proposed high-speed rail as an alternative mode of transport between South Africa and the Southern African Development Community. This will not only offer rail users an opportunity to contribute towards tourism, but it will lessen the carbon footprint of travel. The RSR will be able to provide direction on the high-speed rail project through the high-speed rail standard developed jointly by the Regulator and the railway industry.

In aligning with the evolution of rail, the RSR is in the process of developing the elements of the

Safety Risk Model (SRM), the Railway Management Maturity Model (RM3), Safety Permit Conformity Assessments (SPCAM), Common Safety Method for Risk Assessments Methodology (CSM-RA) and the Common Safety Method for Supervision. The organisation has also started the groundwork to reinvent and establish itself as the authority in rail safety by achieving its first clean audit in the history of the RSR.

The organisation has sustained its contribution towards the DoT's goal of ensuring efficient and effective rail transport. In conjunction with one of the key objectives of the government to combat the COVID-19 pandemic, the RSR has developed and implemented a COVID-19 response plan. Moreover, in accelerating economic recovery, the Regulator has developed a financial sustainability plan to eliminate a potential material impact that a budget deficit will have on RSR operations and hinder on its ability to deliver on its mandate and lastly, to fight corruption, the RSR has a mandatory declaration of financial interest for all staff.

This document is a testimony of the RSR's devotion to improve railway safety and to empower our existing rail networks.



Mr Mmuso Selaledi
ACTING CHIEF EXECUTIVE OFFICER

Official sign-off

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the RSR under the guidance of the Minister of Transport.
- Considers all relevant policies, legislation, and other mandates for which the RSR is responsible for.
- Accurately reflects the impact and outcomes which the RSR will endeavour to achieve over the 2022/23 financial year.



EXECUTIVE: MEDIA AND COMMUNICATIONS
Ms M Williams



CHIEF OPERATING OFFICER
Ms T Kgare



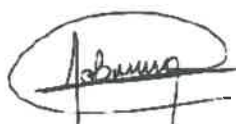
ACTING CHIEF FINANCIAL OFFICER
Mr S Maharaj



EXECUTIVE: RISK AND STRATEGY
Mr M Selaledi



ACTING CHIEF EXECUTIVE OFFICER
Mr M Selaledi



CHAIRPERSON: RSR BOARD
Mr BJ Nobunga



MINISTER OF TRANSPORT
Mr FA Mbalula, MP



Part: A

Our Mandate

Constitutional mandate

The Constitution identifies the legislative responsibilities of different levels of government with regards to airports, roads, traffic management, and public transport. Transport is a function that is legislated and executed at all levels of government. The implementation of transport functions at the national level takes place through public entities which are overseen by the Department of Transport.

The RSR is responsible for ensuring compliance with elements relevant to the RSR and three (corporate governance aspects) of the Constitution of the Republic of South Africa as it relates to the following;

- The RSR observes and adheres to the principles of co-operative government and intergovernmental relations which is supported by its work on the rail reserve regulations and harmonisation of the Southern African Development Community (SADC) railways through common safety methods.
- Promotion of the rights of people in South Africa affirms the democratic values of human dignity, equality and freedom. The achievement of safer railways reinforces the values contained in the Bill of Rights.

Legislative and policy mandates

Our railway safety functions are driven by legislation. We are accountable to Parliament and the public to:

- Provide for and promote safe railway operations;
- Encourage the collaboration and participation of interested and affected parties in improving railway safety;
- Recognise the prime responsibility and accountability of operators in ensuring the safety of railway operations;
- Facilitate a modern flexible and efficient regulatory regime that ensures the continuing enhancement of safe railway operations; and
- Promote the harmonisation of the railway safety regime of the Republic with the objectives and requirements of SADC for the operation of railways.

Legislative mandate

The RSR was established in terms of the National Railway Safety Regulator Act No. 16 of 2002 as amended, to establish a national regulatory framework for South Africa and to monitor and enforce compliance in the rail sector. The primary legislative mandate of the RSR is to oversee and enforce safety performance by all railway operators in South Africa including those of neighbouring states whose rail operations enter South Africa. In terms of the Act, all operators are primarily responsible and accountable for ensuring the safety of their railway operations.

Other legislative mandates

The RSR is a statutory organisation and primarily derives its mandate from its constitutive legislation, the National Railway Safety Regulator Act No. 16 of 2002 as amended. The RSR must comply with legislative prescripts that have an impact on the RSR's business/operations, including but not limited to the:

- Occupational Health and Safety Act (OHSA), 1993 (Act no 85 of 1993);
- Legal Succession to the South African Transport Services Act, 1989 (Act no 9 of 1989) (as amended);
- Public Finance Management Act, 1999 (Act no 1 of 1999) (as amended);
- National Environmental Management Act, 1988 (Act no 107 of 1988);
- National Disaster Management Act, 2002 (Act no 57 of 2002);
- Protection of Personal Information Act, 2013 (Act 4 of 2013);
- Promotion of Access to Information Act, 2000 (Act no 2 of 2000);
- Various labour legislation, including the Labour Relations Act, 1995 (Act no 66 of 1995), Basic Conditions of Employment Act 1997 (Act no 75 of 1997), Skills Development Act, 1998 (Act no 97 of 1998), Employment Equity Act, 1998 (Act no 55 of 1998);
- Protected Disclosures Act, 2000 (Act no 26 of 2000); and
- Promotion of Administrative Justice Act, 2000 (Act no 3 of 2000).

Policy mandate

The RSR as a state entity is also governed and directed by various policies developed and approved by the South African government at varying spheres. The following are some of the policy mandates that guide the work of the RSR:

- The National Development Plan 2030 (NDP);
- The National Transport Master Plan 2050 (NATMAP);
- The Revised White Paper on National Transport Policy, 2018;
- The New Growth Path Framework; and
- Various national and international policies within the railway sector.

Alignment to NDP and MTSF

The Medium-Term Strategic Framework (MTSF) is the government's high-level strategic document to guide the five-year implementation and monitoring of the NDP 2030. The MTSF flows from the 2019 electoral mandate of the governing party and identifies the priorities to be undertaken during the 2020-2025 financial years to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for implementation of the priorities and interventions for the five-year period and states the outcomes and indicators to be monitored.

The National Development Plan 2030

The National Development Plan (NDP) is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.

High-level objectives to be achieved by 2030

The high-level objectives of the NDP are to:

- Reduce the number of people who live in households with a monthly income below R419 per person (in 2009 prices) from 39 per cent to zero; and
- Reduce inequality, as measured by the Gini Coefficient, from 0.69 to 0.6.

Enabling milestones

Of the 19 enabling milestones listed in the NDP 2030, the RSR contributes to the six milestones listed below:

1. Increase employment from 13 million in 2010 to 24 million in 2030.
2. Establish a competitive base of infrastructure, human resources and regulatory frameworks.
3. Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
4. Establish effective, safe and affordable public transport.
5. Realise a developmental, capable and ethical state that treats citizens with dignity.
6. Play a leading role in continental development, economic integration, and human rights.

Critical actions

Of the 10 critical actions listed in the NDP 2030, the five listed below are the actions that the RSR contributes to:

1. A social compact to reduce poverty and inequality and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Public infrastructure investment at 10 per cent of the gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans, and focused on transport, energy and water.
4. Interventions to ensure environmental sustainability and resilience to future shocks.
5. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.

RSR'S contribution to the government's priorities

The six administration of government identified seven priorities focusing on monitoring outcomes, indicators and targets towards the achievements of the medium term strategic frame work. RSR's contribution towards the priorities are:

PRIORITY	DESCRIPTION	RSR CONTRIBUTION
Priority 1:	Building a capable, ethical and developmental state	The RSR has developed and implemented a COVID-19 Response Plan aligned to the Risk adjusted strategy of government.
Priority 2:	Economic transformation and job creation	The RSR utilises the procurement spend to target designated groups such as woman, youth and small enterprises.
Priority 3:	Education, skills and health	The RSR sets aside budget for external bursaries for critical skills required in the rail sector. The RSR also employs interns in order to provide them with work experience and to increase their future employability in the job market.
Priority 4:	Consolidating the social wage through reliable and quality basic services	No direct RSR contribution
Priority 5:	Spatial integration, human settlements and local government	The RSR constantly engaged with the South African Local Government Association (SALGA) as a nodal point to municipalities: The Regulator contributes to this priority through the initiatives listed below: <ul style="list-style-type: none"> • Rail reserve regulation • Education and awareness campaigns • Community involvement
Priority 6:	Social cohesion and safe communities	The RSR is strengthening the rail regulatory framework through Determinations, protocols and industry tools aimed at building an industry safety risk profile to support critical risk mitigation decisions that will result in safer railway operations. These interventions include: <ul style="list-style-type: none"> • Occurrence reporting categories published; • Industry-wide hazard log; • Railway Management Maturity Model; • Human Factor Management Capacity Building Framework • Verbal Safety Communication Determination developed • Interface Agreements Framework • National Rail Communicators Forum

Priority 7:	A better Africa and world	<p>The RSR is a member of the Southern African Railways Association (SARA), an association that aims to promote the harmonization of the railway safety regime in the Southern African Development Community (SADC) railway operations.</p> <p>The Regulator plays a pivotal role in ensuring that the common Standards are adopted at a regional level, thus ensuring interoperability among member states.</p>
In implementing the MTSF Government will factor-in the interests of Woman, Youth and People with disabilities		<p>51 % Female employees (67 % Female representation in EXCO)</p> <p>10 Interns</p> <p>1 person with disability</p>

RSR'S contribution to the State of the Nation priorities

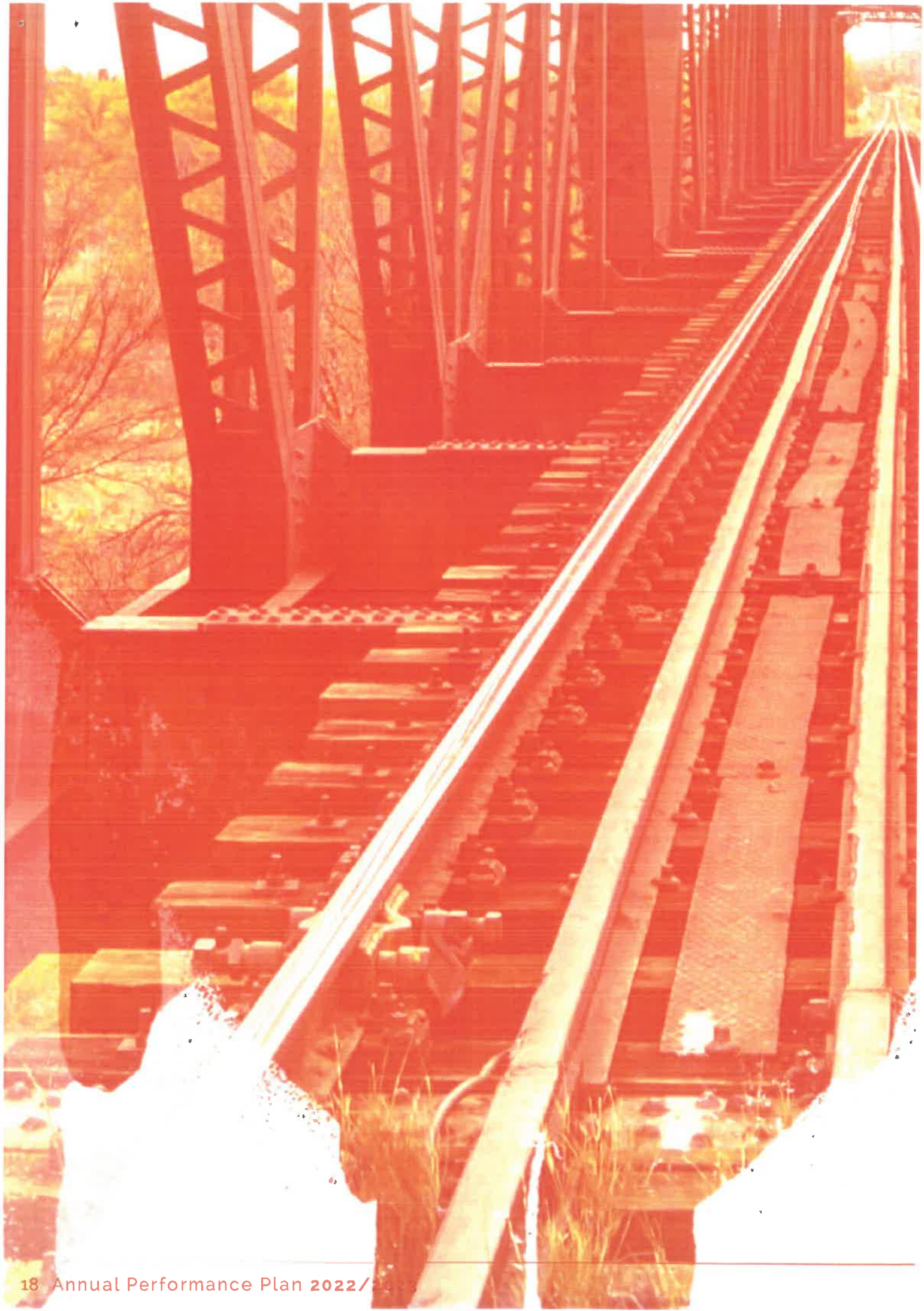
Over and above the stated policies, the RSR is expected to contribute to the government's four key priorities that were announced by President Cyril Ramaphosa. The President indicated that we will remain focused on the priorities announced at the 2021 State of the Nation Address. The four key priorities discussed below are based on the government's MTSF and clearly articulate the agenda of the government. Each tier of government, as well as public entities are required to base their planning for the MTSF on these priorities and outcomes. The RSR will contribute to the following key areas:

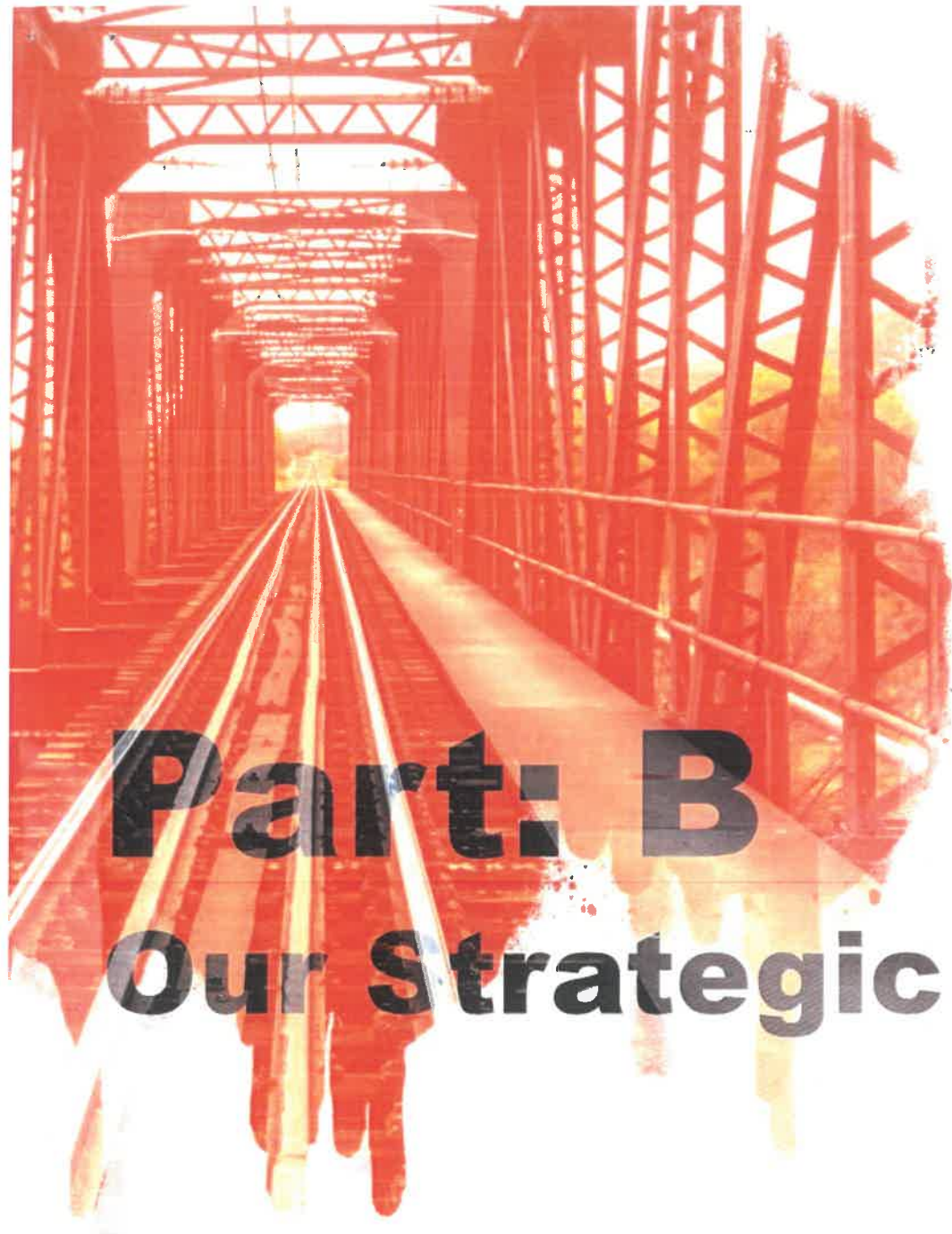
Priority 1	RSR's contribution
Defeat the COVID-19 Pandemic	The RSR has developed and implemented a COVID-19 Response Plan aligned to the Risk adjusted strategy of government.
Priority 2	RSR's contribution
Accelerate economic recovery	The RSR has developed and implemented a Financial Sustainability Plan to eliminate a potential material impact that a budget deficit will have on RSR operations and hinder on its ability to deliver on its mandate.
Priority 3	RSR's contribution
Implement economic reforms to create sustainable jobs and drive inclusive growth	A revised structure has been developed to create efficiencies in executing the Mandate.
Priority 4	RSR's contribution
Fight corruption and strengthen the state	The RSR has implemented mandatory Declaration of Financial Interest for all staff.

Alignment to DoT priorities

The National Annual Strategic Plan sets out government's priorities and target for a particular year in order to guide the development of APP's and operational plans. RSR will contribute to these priorities as follows:

OUTCOME	INTERVENTION	INDICATOR	RSR CONTRIBUTION
Increase access to affordable and reliable transport systems.	Implement comprehensive rail modernisation and upgrade programme	Rolling stock expansion and upgrade	Technology reviews conducted and no-objection approvals granted to operators
	Plan to facilitate transition from road freight to rail and the participation of private sector	Private Sector Participation Framework	Interface agreement Standard developed and piloted with operators and SALGA
Affordable, safe and reliable public transport	Percentage of national usage of public transport	<ul style="list-style-type: none"> • Modernisation of the existing rail network and system through the Station • Modernisation Programme 	Technology reviews conducted and no-objection approvals granted to operators





Part: B

Our Strategic Focus

Our Strategic Focus

Our rail networks exist for the benefits of those who use them – passengers and freight customers. In turn, this benefit extends to the wider society by contributing to productivity and economic growth. Therefore, the safety and efficiency of the country's railway networks matter to everyone. Given that safety is integral to the country's socio-economic growth and development, the RSR's vision is centred on ensuring the safety of people and freight:

Vision

Safe, reliable, and sustainable railway operations recognised globally.

Mission

To oversee and promote safe railway operations through appropriate support, monitoring and enforcement, guided by an enabling regulatory framework.

Values

Our attitudes and behaviour are guided by the following principles:

Integrity

We instil confidence in our internal and external stakeholders through quality, professional and efficient service delivery.



Timely and accountable delivery

We make prompt decisions and take appropriate action informed by organisational priorities.

Transparency

We communicate information openly.



Mutual respect

We engage with and treat each other, our customers, as well as our work, with dignity and respect.

Fairness

We are consistent in applying policies and procedures and are impartial in how we treat all our employees.



Excellence

We strive to excel in every aspect of our business and approach every challenge with a determination to succeed.

Innovation

We create a conducive environment that allows for the sharing and implementation of new ideas in line with the goals of the RSR.



Regulatory principles

The regulatory life cycle includes the understanding of risks within the rail environment, the development of the regulatory instruments, implementation, review, and analysis of the impact of the regulatory changes.

When introducing changes to the regulatory environment, the RSR aims to focus on ensuring the following:

- We aim to introduce world class regulatory instruments that have been adapted to the South African environment;
- We encourage collaboration with the rail industry in improving railway safety;
- We endorse the principle to reduce risk to “as low as reasonably practicable” (ALARP);
- We support a cost-effective Regulatory Framework; and
- We are service delivery oriented while remaining responsive by providing railway safety oversight.

Our strategic drivers

The strategic drivers are the elements that form the building blocks of the Strategic Plan. The drivers influence the plans and aspirations of the organisation which will create value for the stakeholders and employees. The strategic drivers include the following:

- **Risk-based approach to safety:** The enhancements to the regulatory framework are all aimed at understanding the safety risks within the environment and ensuring that adequate mitigations are put in place to reduce the risk to “as low as reasonably practicable”.
- **Good governance and clean administration:** The organisation is committed to excellence and to practicing the highest standards of ethical and accountable behaviour at all levels within the organisation.
- **Financial sustainability:** The management of the RSR in a fiscally prudent and sustainable manner is an important cornerstone in carrying out its mandate.
- **Improved stakeholder services:** Ensuring safe railway operations is a collaborative effort that requires all stakeholders to play their part in a consistent and meaningful manner linked to their mandate.

Situational analysis

Performance environment

The RSR, in addressing its legislative mandate, remains critical for the achievement of socio-economic goals of society. The Regulator exists to oversee railway safety in SA and neighbouring countries whose rail operations enter SA and ensures that all those involved in the provision of rail transport take responsibility for safety.

To achieve this goal and promote safe railway operations, the RSR issues safety permits to railway operators with an established SMS that meets the requirements of the Act and the SMS Determination. The SMS (2018) stipulates the format, form and content of a safety management system that is required for the different categories and types of safety permits. A railway SMS is a formal framework that integrates safety into the day-to-day railway operations and includes safety goals and performance targets, risk assessment responsibilities and authorities, rules and procedures, monitoring and evaluation processes, etc. The overall purpose of the SMS is to ensure that railway organisations achieve their business objectives in a safe manner. The performance environment of the RSR is impacted by developments in the global, regional and national environment.

Global trends

Railway transport is vital for society and is the backbone of a sustainable economy. Given that the global railway landscape is evolving at a rapid pace, railway services should be able to respond to expected growth in the demand for transport for freight and passengers. In meeting these demands, the global rail sector is adopting innovative solutions that will contribute to the delivery of safe, secure, punctual, available, accessible, sustainable, integrated and seamlessly operated rail services.

To align itself with global trends, the RSR is in the process of developing the elements of the Safety Risk Model (SRM), the Railway Management Maturity Model (RM3), Safety Permit Conformity Assessments (SPCAM), Common Safety Method for Risk Assessments Methodology (CSM-RA) and the Common Safety Method for Supervision.

Regional developments

President Cyril Ramaphosa proposed high-speed rail as an alternative mode of transport between South Africa and the SADC in his 2019 SONA address. The RSR will be able to provide direction on the high-speed rail project through the high-speed rail standard developed jointly by the Regulator and the railway industry.

National developments

With the approval of the Revised White Paper on National Transport Policy by cabinet as well as the promulgation of the draft White Paper on National Rail Policy, government will for the first time be giving policy direction to the South African rail sector. The draft White Paper on the National Rail Policy pronounces the introduction of the standard gauge infrastructure in the rail network, as well as rail economic regulation which will facilitate private sector participation in rail through regulated third-party access, among others. Such innovation has seen a mind-set shift in critical stakeholders who have made commitments and strives to invest in rail genetic technologies that will see improvements in the rail sector. The draft White Paper on National Rail Policy is set to further ensure that South African rail offers the safest and most economically, environmentally, financially, and socially viable logistics and/or mobility solution.

Impact of COVID-19

Virtual audits

The National Railway Safety Regulator Act No. 16 of 2002, as amended, mandates the RSR to oversee safety of railway transport in the country. Audits are some of the tasks that the RSR conducts to achieve this objective. The objective of the audits is to measure the level of implementation as well as the adequacy and effectiveness of the railway operators' SMS.

Under normal conditions, an audit will require a visit to a railway operator's premises. Due to the COVID-19 pandemic and its restrictions, visiting operator's premises and sidings were not possible. As a result, the RSR conducted virtual audits with railway operators using platforms such as Microsoft Teams and Zoom. With safety as a priority, the virtual audit process assisted with social distancing, providing mitigating measures to address, prevent and combat the spread of COVID-19 in the railway operations.

The virtual audits conducted enabled the RSR to verify whether the operator's SMS complied with the relevant legislation and standards. The virtual audits offered advantages when compared to face-to-face audits in that the audits can be arranged faster, are inexpensive due to savings on the travelling costs, and brings the most relevant people together irrespective of where they are based, therefore, offering better work-life balance.

Drone inspections

At the time that the country went into Level 5 of the National Lockdown, the APP and Operational Plans of the organisation were approved for implementation by 1 April 2020. This necessitated that the organisation adopt new approaches to fulfilling its mandate as well as identifying how change can bring forth innovation. This innovation,

resulted in the organisation still being able to deliver on all targets, including targets that usually require physical visits to operator sites.

During the Level 5 lockdown, infrastructure damage rendered some of the assets unusable. The extent of the damage required inspections to assess the damage caused by the vandalism. The areas hardest hit by the vandalism in the Western and Eastern Cape were the Southern Line and Northern Line and the area from East London to Berlin.

Permit fees

Since the beginning of the COVID-19 Lockdown restrictions, the RSR has provided relief to certain operators in the form of settlement discounts on the permit fee invoices. These operators were mainly operating in the Tourism Industry. The settlement discounts granted to operators amounted to R1.3 million. The RSR has also granted relief to other operators in the form of extended payment arrangement allowing the operators to pay their permit fees over a longer period.

Gender responsiveness

The RSR endeavours to expand the visibility of the Regulator among stakeholders, industry role players and raise awareness to enhance understanding of rail safety and promote safe railway behaviour. In light of the Gender Based Violence (GBV) incidents in the country, the RSR saw it politic to join forces with like-minded stakeholders such as the police, rail operators and community fora, to embark on safety awareness campaigns against GBV. Such campaigns are conducted as a direct result of engagements with stakeholders and are rolled out at high density areas such as train stations and taxi ranks.

The specific factors considered in the environmental scan are depicted in the table below:

PESTLE factors

Political factors	RSR response to the factor
1. Institutional restructuring (SONA)	Strengthening the independence of the Regulator.
2. Corruption levels	Bolstering the good corporate governance within the organisation.
3. Policy implications – increased private sector participation	Ensuring sufficient capacity to regulate the industry.
4. Monopolistic structure of the South African rail industry; socio-economic impact	Targeted enforcement action (too-big-to-fail syndrome).
5. Integration of SADC	Harmonisation of regulatory practices.
Economic factors	RSR response to the factor
1. Shrinking economy impacting the number of operators	Realistic and sustainable permit fee model.
2. Level of unemployment and poverty	Partnerships for training in the rail sector and internship programme.
Social factors	RSR response to the factor
1. Population growth (encroachment, overcrowding)	Rail reserve regulation – protection of the rail reserve.
2. Poor spatial planning – high level of urbanization	Partnership with SALGA.
3. Crime and security within the rail environment	Involvement at the Joint Crime Combating Forum with SAPS and operators.
4. Poor safety culture impacting on implementation of regulations	Awareness campaigns at informal settlements.
Technological factors	RSR response to the factor
1. Technological advancement	Ensuring interoperability (standardisation, alignment, etc) with new technologies.
2. Railway renaissance – modern rail assets (rolling stock, signalling, telecommunication)	Conducting reviews on new works and the introduction of new technology.
Legal factors	RSR response to the factor
1. Draft Railway Safety Bill	RSR readiness to implement.
2. Single Transport Economic Regulator (STER)	Developing a position paper in respect of STER’s impact on the RSR.
3. Any other regulations impacting on RSR’s mandate	Enforcing regulations.
4. Violation of the rule of law	Enforcing the law.
Environmental factors	RSR response to the factor
1. Transportation of dangerous goods by rail	Enforcing the dangerous goods movement legislation.

Organisational environment

In executing its legislative oversight mandate, the RSR performs the following duties and functions:

- Among others, the RSR executes human resource and financial support functions. The Human Resource department is responsible for ensuring institutional stability, collaboration and functional integration. Additionally, continual employee training and development is encouraged and facilitated. The Finance department provides financial management services and endorses all financial information which ensures compliance with the government budget cycle as well as qualitative improvement in how the RSR does business, making use of the Supply Chain Management (SCM) Policy as a base. The SCM system is premised on effectiveness, efficiency, transparency, competitiveness and fairness.
- **Issues and manages safety permits:** The SMS and concomitant safety permit provide the legal interface between the RSR and railway operators. This relationship enables and promotes continuous improvements in safe railway operations. Annually, the RSR reviews and evaluates the safety improvement plans and the SMSR submitted by operators, outlining directives and/or interventions to improve safety in the operational environment.
- **Conducts inspections and audits:** The RSR is mandated to play an oversight safety role in the railway industry. This role is undertaken through various strategic initiatives such as conducting safety-related audits and inspections of operators' activities. The key objectives of safety audits and inspections are to critically assess safety systems and processes employed by operators. These assessments provide in-depth knowledge and understanding of required interventions which the RSR provides to the operators to promote the attainment of safe rail operations.
- **Conducts safety assessments:** The RSR fulfils its safety oversight mandate on new works and technology developments by conducting safety assessments and providing approvals on all life cycle phases of railway projects to ensure that safety is not compromised in the revitalisation of the local rail industry. These regulatory safety assessments also aim to ensure that the impact of the intended changes is considered within the immediate environment of its application and from a systemic perspective encompassing the asset/operational system life cycle.
- **Investigates railway occurrences:** To achieve safety improvement and a reduction of occurrences, the RSR conducts investigations of occurrences that have led to major loss, including fatalities, injuries, and major damage to property to identify the root causes and prevent recurrences. Operators are obligated to report all occurrences to the RSR to ensure that analysis and review of incidences and the causes thereof are consolidated to assist the RSR in providing tools and strategic direction in addressing safe rail operations.
- **Develops regulations, safety standards and regulatory prescripts:** In terms of Sections, 29, 30 and 50 of the Act, the RSR is mandated to develop regulations, safety standards and related regulatory prescripts which form an integral part of the regulatory regime adopted for the oversight and enforcement of safe railway operations.
- **Issues notices of non-conformance and non-compliance:** The RSR issues operators with notices to indicate conditions within the operators' system that are deemed to be sub-standard or not in compliance with regulatory prescripts that ensure safe rail operations in terms of the adopted regulatory regime. Furthermore, the RSR impose penalties for non-compliance with the Act and safety standards adopted by the Board of Directors of the RSR.

- **Supports and promotes occupational health and safety and security:** To address occupational health and safety and security issues that impact on railway safety, the RSR conducts investigations, audits and inspections. Occupational health and safety legal requirements are included in the Human Factors Management Standard and are, therefore, continuously promoted during the technical workshops that are conducted by the RSR.
- **Co-operates with relevant organs of state to improve safety performance and oversight functions:** In compliance with the Act, the RSR concludes appropriate co-operative agreements with relevant state organs to give effect to co-operative government and inter-governmental relations as contemplated in Chapter 3 of the Constitution. The RSR has concluded 12 co-operative agreements, nine with various government departments and three with industry associations. The MOU's with government departments aim to eradicate duplication where there is dual jurisdiction and promotes collaboration while the agreements with industry associations aim to share best practices with the industry and maintain an interactive approach in enforcing compliance with the view to result in an occurrence free environment. While all these agreements focus on different issues, the common denominator is to ensure rail safety.
- **Plays a leading role in the alignment of the railway safety regime of South Africa with those of the SADC:** The RSR plays a significant role in harmonising the rail safety regime within the SADC region. Through SARA, the RSR workshops and facilitates its South African standards, with the vision of adapting them at the SADC level, once approved by the SARA Board.
- **Data management and analysis:** This function is in support of Section 37 and 39 of the Act, which requires that all occurrences be reported to the RSR and in turn requires the RSR to establish a National Information and Monitoring System (NIMS). In terms of risk identification and management as well as strategic and operational planning, the RSR must maintain an accurate data management system. The data must be reliable and regularly analysed for risks. This enables the RSR to accurately identify the major safety-relevant risks that will require actions such as inspections, audits, investigations, awareness campaigns, etc., to increase the level of operational safety within the South African rail environment.

The Annual State of Safety Report, which is tabled in Parliament, remains the highlight of the data management and analysis function and provides insight into the current state of rail safety, areas of concern as well as the Regulator's actions and activities towards addressing challenges and root causes of occurrences.

Based on the abovementioned functions conducted by the organisation, the following SWOT Analysis indicates the strengths, weaknesses, opportunities, and threats that can significantly impact the success of the organisation.



STRENGTHS

- Rail systems operational knowledge.
- Only railway safety regulator in South Africa, and most established in SADC.
- Knowledge of railway safety regulatory instruments (application expertise).
- Well-developed Common Safety Method for Conformity Assessment Tool.
- SMS utilisation (maximise).
- Well informed penalty regime.
- Skills that can be shared with the industry, including the SADC region.
- Well-developed and enforceable RSR standards.



WEAKNESSES

- Lack of an integrated Information Management System (IMS) which can inform the RSR of the effectiveness of the compliance monitoring activities.
- Attraction and retention of critical/scarce skills.
- Sustainability of revenue (inability to pay permit fees).
- Reliance on the major operators for the major share of permit fees.



EXTERNAL OPPORTUNITIES

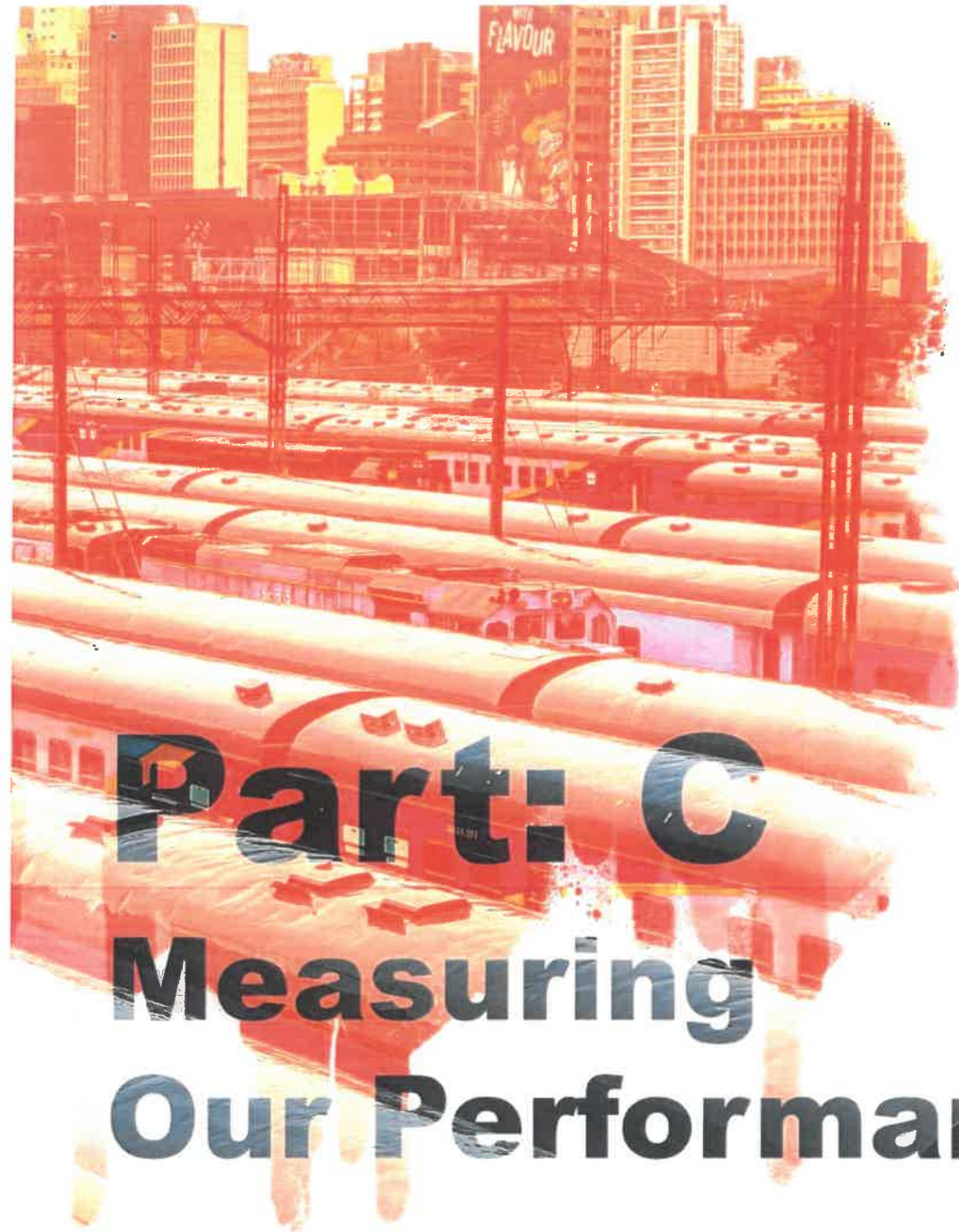
- Growth in rail investment will result in an increased demand for:
 - Rail safety assurance; Technology audits; SMS development system; Permits by new entrants; and
 - Technical training.
- New technologies will add safety capabilities to address safety concerns.
- External training opportunities to increase safety awareness and competence.
- Partnerships with academic institutions and professional bodies.



EXTERNAL THREATS

- Encroachment puts pressure on the current system, thus increasing the risk in securing the rail reserve by operators.
- Unsafe and inefficient railway environment restricts reduction in risks for railway employees, commuters, and the public.
- Regulator and major operator reporting to the same Minister.
- Establishment of the Single Transport Economic Regulator (STER).
- Economic situation due to COVID-19.





Part: C

Measuring Our Performance

Strategic risk profile

No	Outcome	Risk Statement	Mitigations
1.	Good governance and clean administration	<p>Cyber security vulnerability</p> <p>Hackers may gain access to RSR systems and corrupt data or share inappropriate operators' information</p>	<p>Firewall, Antivirus and OS penetration test and vulnerability assessment</p> <p>Evaluation of Mobile Device Management tools</p>
2.	Railways are safer	<p>Inaccurate and incomplete safety information</p> <p>NIIMS may have design faults, be inaccessible or data inputted on NIIMS by operators may be incomplete or inaccurate resulting in non-compliance with the requirements of the RSR Act</p>	<p>Monthly and Quarterly data verification of operator data</p> <p>Manually request additional information from operators during permit assessments</p>
3.	Railways are safer	<p>Inadequate regulatory framework and competencies</p> <p>The RSR may be implementing an incomplete, inconsistent, or incoherent mix of regulations, determinations, standards or protocols.</p>	<p>Stakeholder engagement and lobbying</p> <p>SMS audits and inspections when dealing with transportation of dangerous goods</p> <p>Forming the industry working groups when developing regulatory tools</p>
4.	Railways are safer	<p>Lack of independence</p> <p>The RSR may fail to fully utilise its regulatory instruments and authority due to internal inefficiencies, political interference, or an inadequate independence from or familiarity with operators</p>	<p>Enforcement and monitoring of operator compliance in line with RSR directives and special conditions of permit</p> <p>RSR not part of committees linked to operator matters</p> <p>Aligning Board and Audit Committee composition to requirements of King Code</p>
5.	Good governance and clean administration	<p>Financial sustainability</p> <p>The financial position may deteriorate to the extent that the RSR is unable to continue as a going concern, unable to render regulatory services or unable to pay salaries and creditors</p>	<p>Cost of employment targeted at 60 % (or lower) of fixed revenues</p> <p>All accruals and commitments funded at year end</p> <p>RSR budget adjustment for revenue shortfalls</p>

No	Outcome	Risk Statement	Mitigations
6	Good governance and clean administration	<p><u>Loss of key skilled personnel</u></p> <p>The RSR may struggle to effectively execute its mandate due to departure of key personnel</p>	Industry benchmarked and aligned salary packages for RSR staff
			Effective performance management and incentive process
			Initiatives around building an excellent organisation
7	Railways are safer	<p>Inaccurate and incomplete safety information</p> <p>NIIMS may have design faults, be inaccessible or data inputted on NIIMS by operators may be incomplete or inaccurate resulting in non-compliance with the requirements of the RSR Act</p>	Monthly and quarterly data verification of operator data
			Manually request additional safety information from operators during permit assessments
8	Railways are safer	<p>Inadequate stakeholder buy-in and support (RSR initiatives)</p> <p>RSR initiatives may experience poor attendance, repeated objections or receive a lack of public comments thereby diminishing their value or delaying their implementation</p>	RSR involvement in SARA to maintain relations with regional partners
			RSR involvement in various National Department of Transport committees that bring together rail industry stakeholders
			MOUs with partner national government departments, public entities, and relevant institutions
			OCOO quarterly meetings with major operators
			Permit application guide shared with all operators to clarify the permit and ASIP assessment requirements

Institutional programme performance information

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets			
				2018/19	2019/20	2020/21		2021/22	2022/23	2023/24	2024/25
1.1	Railways are safer	Industry safety risk profiling towards increased critical risk mitigation decisions	Industry safety risk profile developed	Safety Risk Model framework developed	Safety Risk Model scope developed	Industry-wide hazard log developed	Industry-wide hazard log validated	50% of SRM developed	Safety Risk Model platform developed and available for use	Safety Risk Model platform developed and available for use	SRM implementation evaluation
1.2	Railways are safer	Industry consulted risk assessment tools and methodologies	Common Safety Methods developed and tested	Framework for Common Safety Method for Risk Assessments developed	CSM-RA tested with 3 Class A operators	CSM-RA tested with 3 Class B and 3 Class C operators	CSM-RA tested with 9 selected Class A or Class B operators	CSM-RA draft regulatory tool (determination/ standard/ guideline) published for comments	CSM-RA regulatory tool (determination/ standard/ guideline) published	CSM-RA regulatory tool (determination/ standard/ guideline) published	CSM-RA implementation assessment
1.3	Railways are safer	Industry consulted risk assessment tools and methodologies	Common Safety Methods developed and tested (Supervision)	-	-	Common Safety Method for Supervision Framework developed	-	-	-	-	-
1.4	Railways are safer	Industry consulted risk assessment tools and methodologies	Implementation of Railway Management Maturity Assessments	Railway Management Maturity Assessment tool adopted	Railway Management Maturity Assessment Report for Transnet	Railway Management Maturity Assessment Report for PRASA and BOC	Railway Management Maturity Assessment Reports for 7 Class A dangerous goods operators	14 RM3 assessment reports for Class A mining operators	Railway Management Maturity Assessment Reports for all Class A tourist and SADC operators	Railway Management Maturity Assessment Reports for all Class A tourist and SADC operators	Maturity level assessment for PRASA, Transnet and BOC (to check for improvement)
1.5	Railways are safer	Industry consulted on risk assessment tools and methodologies	Interface Agreements aligned with operational risks	Interface Agreement Framework developed	Interface Agreement Audit Report	Interface Agreements stakeholder engagement on IA gaps with Transnet and PRASA	Interface Agreements stakeholder engagement on IA gaps with 4 metropolitan municipalities	Draft Interface Agreement Standard developed	Interface Agreement Standard adopted	Interface Agreement Standard adopted	-

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
1.6	Railways are safer	Industry consulted risk assessment tools and methodologies	Developed and implemented RSR Standard on Verbal Safety Critical Communications	Draft industry national protocol for Verbal Safety Critical Communication published for comments by 31 March 2019	Determination on Verbal Safety Critical Communication published by 31 March 2020	-	Draft Verbal Safety Critical Communications RSR Standard published for public comments	Verbal Safety Critical Communications RSR Standard adopted	-	-
1.7	Railways are Safer	State of safety interventions	Research Reports published	-	-	Level crossing research paper published Personal safety on trains and stations research paper published	Two topical research papers published	Two research papers published	Three topical research papers published	Four topical research papers published

No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1	Industry safety risk profile developed	50% of SRM developed	-	Business requirements developed and approved	System specification approved	50 % of SRM developed
1.2	Common Safety Methods developed and tested	CSM-RA draft regulatory tool (determination/ standard/ guideline) published for comments*	CSM-RA Tool development working group established	Draft Guideline developed	-	Draft regulations/ guideline/ determination published
1.3	Common Safety Methods developed and tested (supervision)	-	-	-	-	-
1.4	Implementation of Railway Management Maturity Assessments	14 RM3 assessment reports for Class A mining operators	4 RM3 assessment reports for Class A mining operators	4 RM3 assessment reports for Class A mining operators	3 RM3 assessment reports for Class A mining operators	3 RM3 assessment reports for Class A mining operators
1.5	Interface Agreements aligned with operational risks	Draft Interface Agreement Standard developed	Standard development working group established	First draft RSR Standard developed	SEIAS report completed	Final draft RSR Standard developed
1.6	Developed and implemented RSR Standard on Verbal Safety Critical Communications (VSCC)	VSCC RSR Standard adopted	VSCC Bulletin and implementation guideline developed and issued.	Technical workshops conducted on VSCC Standard	Technical workshops conducted on VSCC Standard	Standard adopted
1.7	Research reports published	Two research papers published	Research proposals approved by EXCO	Draft research reports completed	Draft research reports approved	Two research papers published on the RSR website

* Upon finalisation the quarter 1 target the organisation will be in a position to be specific on the type of tool that will be developed.

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
2.1	Good governance and clean administration	To secure an adequate operational financial base	Progress made in revising the permit fee model developed in 2014/15	Revised permit fee model validated and finalised by 31 March 2019	Annual permit fee model submitted	Board approved financial sustainability plan	Implementation of financial sustainability actions due by year-end	Implementation of financial sustainability plan actions due by year-end	Implementation of financial sustainability plan actions due by year-end	Implementation of financial sustainability plan actions due by year-end
2.2	Good governance and clean administration	To monitor and track the effectiveness of RSR compliance initiatives	NIMS Maintained	IMS scope completed by 31 March 2019	Business requirements for the NIMS developed	50 % of NIMS developed	100% of NIMS developed and available for use	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %
2.3	Good governance and clean administration	Organisational excellence improved	Employee engagement improved	-	New indicator	Framework for assessing culture of excellence developed and baseline employee satisfaction survey conducted	Employee engagement action plan developed and implemented	Employee satisfaction improved	Employee satisfaction improved	Employee satisfaction improved
2.4	Good governance and clean administration	Surplus funds	Surplus funds	-	New indicator	Current ratio of 1:1	Current ratio of 1,1:1	Current ratio of 1,15:1	Current ratio of 1,2:1	Current ratio of 1,25:1
2.5	Good governance and clean administration	ISO (QMS) related policies ISO (QMS) Audit Reports	ISO (QMS) related policies ISO (QMS) Audit Reports	-	New indicator	QMS Policy approved	Pre-certification audit conducted	ISO 9001: 2015 Certification	ISO compliance audit conducted	ISO compliance audit conducted
2.6	Good governance and clean administration	Clean administration	Clean administration	-	Unqualified audit with less findings by 31 March 2020	Unqualified audit outcome with other matters	Clean audit	Clean Audit	Clean audit	Clean audit

No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1	Progress made in revising the permit fee model developed in 2014/15	Implementation of financial sustainability plan actions due by year-end	Implementation of financial sustainability plan action	Implementation of financial sustainability plan action (COE @ 60%)	Implementation of financial sustainability plan action	Implementation of financial sustainability plan action (COE @ 60%)
2.2	NIMS maintained	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %	NIMS maintained and uptime at 99 %
2.3	Employee engagement improved	Employee satisfaction improved Action plan developed and implemented	Action plan developed and approved by EXCO	-	-	Conduct an employee Satisfaction Survey
2.4	Surplus funds	Growing investment	Current ratio of 1,15:1	Exceed 1,15:1 ratio	Exceed 1,15:1 ratio	Exceed 1,15:1 ratio
2.5	ISO (QMS) related policies ISO (QMS) Audit Reports	ISO 9001: 2015 Certification	Implement gap analysis recommendations	Service provider appointed	Certification audit conducted	RSR ISO 9001: 2015 certification obtained
2.6	Clean administration	Clean Audit	AFS submitted	Clean audit	Audit action plan developed	90 % of audit action plan findings resolved



No	Outcome	Outputs	Output Indicators	Audited performance				Estimated performance	MTEF targets		
				2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
3.1	Improved stakeholder service	To influence safe railway behaviour	Number of safety awareness initiatives conducted	20 Railway safety awareness initiatives conducted by 31 March 2019	22 Railway safety awareness initiatives conducted by 1 March 2020	20 Railway safety awareness initiatives conducted	30 Railway safety awareness initiatives conducted	42 Railway safety awareness initiatives conducted	48 Railway safety awareness initiatives conducted	40 Railway safety awareness initiatives conducted	
3.2	Improved stakeholder service	To promote safety consideration during new investments through annual industry safety thematic interventions	Annual industry safety interventions conducted	Annual industry safety thematic intervention conducted by 31 March 2019	Annual Railway Safety Conference conducted by 31 March 2020	-	Annual Rail Safety Conference conducted	Annual Rail Safety Conference conducted	Annual Rail Safety Conference conducted	Annual Rail Safety Conference conducted	
3.3	Improved stakeholder service	Regular engagement with organised labour and interested parties to encourage collaboration towards improved railway safety of employees, commuters and the public	Stakeholder forums implemented	Stakeholder forums established by 31 March 2019 Four stakeholder forums discussions conducted by 31 March 2020	4 Stakeholder forums discussions conducted by 31 March 2020	8 Stakeholder forum discussions conducted	8 Stakeholder forum discussions conducted	8 Stakeholder forum discussions conducted	8 Stakeholder forum discussions conducted	8 Stakeholder forum discussions conducted	

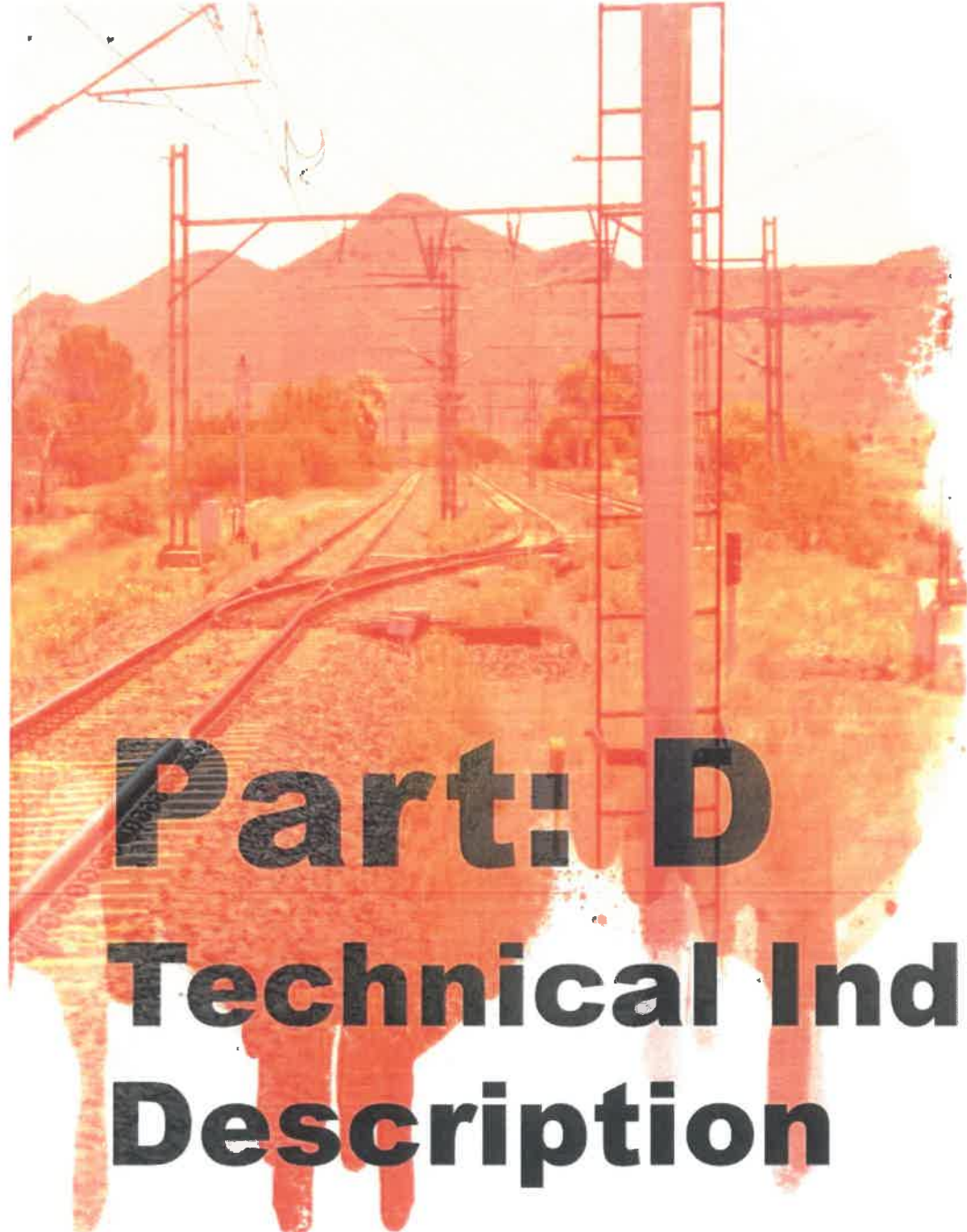
No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1	Number of safety awareness initiatives conducted	42 Railway safety awareness initiatives conducted	12 Railway safety awareness initiatives conducted	8 Railway safety awareness initiatives conducted	14 Railway safety awareness initiatives conducted	8 Railway safety awareness initiatives conducted
3.2	Annual industry safety interventions conducted	Annual Rail Safety Conference conducted	-	-	Annual Rail Safety Conference conducted	-
3.3	Stakeholder forums implemented	2 Stakeholder forum discussions conducted	2 Stakeholder forum discussions conducted	2 Stakeholder forum discussions conducted	2 Stakeholder forum discussions conducted	2 Stakeholder forum discussions conducted



Budget information

Revenue	2022/23 Budget	2023/24 Budget	2024/25 Budget
	R	R	R
Transfers - DoT Grant	72,874,000	76,086,000	79,433,784
Permit Fees	179,288,020	191,125,730	199,917,513
Permit Application Fee	4,044,329	940,684	-
Investment Income	3,963,544	4,141,903	4,327,874
TOTAL REVENUE	260,169,893	272,294,317	283,679,171
Expenditure	2022/23	2023/24	2024/25
	R	R	R
Compensation of Employees	169,415,523	181,961,830	189,258,668
Staff Costs	165,827,338	178,213,971	185,342,530
Directors' Remuneration	3,588,185	3,747,859	3,916,138
Goods and Services	86,594,371	85,987,367	89,880,287
Office rentals	13,279,886	14,225,559	15,238,716
Regulatory Audit Fees	3,060,873	3,197,082	3,340,631
Professional Fees	28,128,249	28,824,022	30,118,221
Other Admin & Operational costs	42,125,363	39,740,704	41,182,719
Capital expenditure	4,160,000	4,345,120	4,540,216
CAPEX	4,160,000	4,345,120	4,540,216
TOTAL EXPENDITURE	260,169,893	272,294,317	283,679,171





Part: D

Technical Indicator

Description

Indicator Title 1.1	50% of SRM developed
Definition	To make railways safer by identifying the overall risk profile of the railway industry to support critical risk mitigation decision making through the development of an industry safety risk model.
Source of data	State of Safety Report, NIMS and NIIMS
Method of calculation / assessment	Percentage completeness on the SLA/Project reports
Means of verification	Occurrence database approved EXCO
Assumptions	Capable Service provider selected
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Risk modelling completed
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.2	CSM-RA draft regulatory tool (determination/standard/guideline) published for comments
Definition	To make railways safer by embedding operational excellence within the SMS of all operators through the implementation of an RSR determination/standard/guideline on CSM-RA. Should the pilot not be completed on Class A Operators in the previous financial year, further testing may take place with Class A Operators.
Source of data	Risk assessments submitted by the operator
Method of calculation / assessment	Risk assessments submitted by the operator
Means of verification	Risk assessment submitted by the operator
Assumptions	CSM-RA not enforceable. Collaboration from the operators is assumed.
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	CSM-RA draft regulatory tool (determination/standard/guideline) published for comments
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.3	Common Safety Methods developed and tested (Supervision) – No 2021/22 target
Definition	-
Source of data	-
Method of calculation / assessment	-
Means of verification	-
Assumptions	-
Calculation type	-
Reporting cycle	-
Desired performance	-
Indicator responsibility	-

Indicator Title 1.4	14 RM3 assessment reports for Class A mining operators
Definition	To make railway safer by embedding operational excellence within the SMS of all operators through the implementation of a Risk Management Maturity Assessment tool.
Source of data	Railway Management Maturity Assessment Reports for 7 Class A dangerous goods operators
Method of calculation / assessment	Railway Management Maturity Assessment Reports
Means of verification	Railway Management Maturity Assessment Reports
Assumptions	Improved maturity of operators
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Railway Management Maturity Assessment Reports for 14 Class A mining operators
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.5	Draft Interface Agreement Standard developed
Definition	Interoperability concerns identified, and all interface agreements aligned with the identified operational risk exposures.
Source of data	Existing interoperability agreements
Method of calculation / assessment	Monitoring of the interface agreements
Means of verification	Interface agreement evaluation reports
Assumptions	Improved interoperability between operators on the common network at the interface of railway operations
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Draft Interface Agreement Standard developed
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.6	Verbal Safety Critical Communications RSR Standard adopted
Definition	To make railways safer by providing a communication framework for the railway industry to ensure effective VSCC during railway operations
Source of data	Working group sessions conducted
Method of calculation / assessment	Monitoring working group outcomes
Means of verification	Approved Draft Standard
Assumptions	Uniformity to the regional regulatory framework
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Verbal Safety Critical Communications RSR Standard adopted
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.7	Two research papers published
Definition	Research conducted on identified areas of concern that impacts negatively on the promotion of safer railways.
Source of data	State of Safety Report
Method of calculation / assessment	Collation of data Review and assess research paper
Means of verification	Completed research reports
Assumptions	Improved insight and awareness of high-risk elements identified in the State of Safety Report and/or findings of preceding years' research activities
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Two research papers published
Indicator responsibility	Office of the Chief Operating Officer – Safety Permit Management

Indicator Title 2.1	Implementation of financial sustainability plan actions due by year-end
Definition	Collaborative review of the current permit fee model to address identified shortcomings towards implementing an agreed revised sustainability plan.
Source of data	Implementation Report and Annual Financial Statements
Method of calculation / assessment	Quarterly implementation reports
Means of verification	Implementation Report
Assumptions	Sustainable organisation
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Implementation of financial sustainability plan actions due by year-end
Indicator responsibility	Risk and Strategy

Indicator Title 2.2	NIIMS maintained and uptime at 99 %
Definition	Development and implementation of a digitised and an integrated information management system to meet the requirements set out in the RSR Act. Furthermore, deliver data integrity to support operational intelligence in assuring the effectiveness of the RSR's compliance activities.
Source of data	Project progress reports
Method of calculation / assessment	Number of modules and activities completed
Means of verification	User acceptance testing reports
Assumptions	Digitised and integrated information system
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	NIIMS maintained and uptime at 99 %
Indicator responsibility	ICT and Systems Management

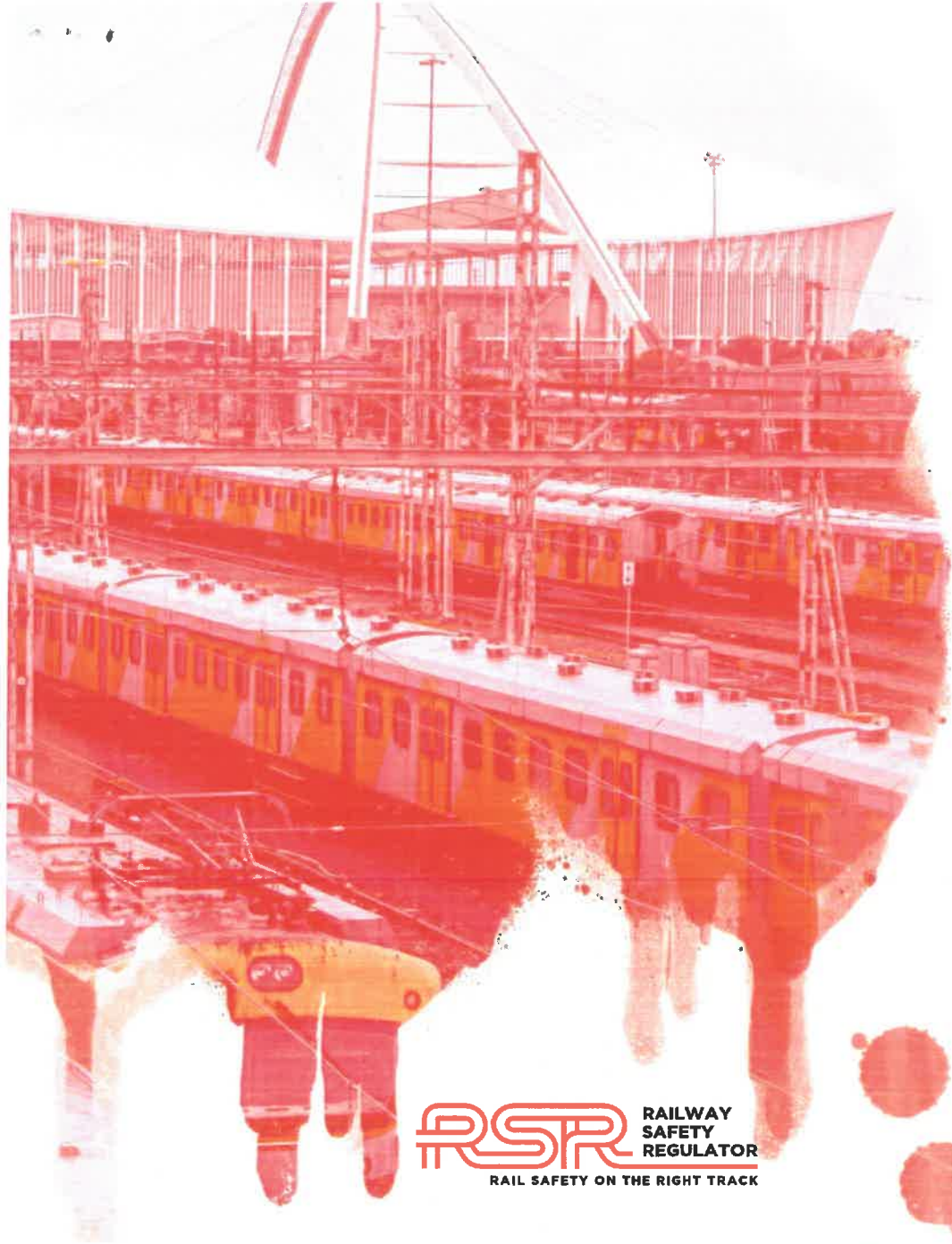
Indicator Title 2.3	Employee satisfaction improved
	Action plan developed and implemented
Definition	Implementation of a framework that will be used to assess and improve the culture of excellence of the organisation
Source of data	Survey results and initiatives implemented
Method of calculation / assessment	Analysis of survey results
Means of verification	Implementation plan
Assumptions	Engaged and satisfied workforce
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Employee satisfaction improved Action plan developed and implemented
Indicator responsibility	Human Resources

Indicator Title 2.4	Current ratio of 1,15:1
Definition	Maintenance of the current ratio that is in line with industry best practice and seeks to improve over the medium-term. An improvement in the current ratio will build up the required reserves to fund any investment initiatives.
Source of data	Board approved AFS (31 May)
Method of calculation / assessment	Current assets: current liabilities
Means of verification	Recalculation based on AFS amounts
Assumptions	AFS is prepared on a going concern basis
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Current ratio of 1,15:1
Indicator responsibility	Chief Financial Officer

Indicator Title 2.5	RSR ISO certification
Definition	The optimisation and ongoing improvement of business processes in accordance with the requirements of ISO 9001.
Source of data	Standard Operating Procedures
Method of calculation / assessment	Audit Report
Means of verification	Audit Report
Assumptions	Approved organisation policies
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	RSR ISO certification
Indicator responsibility	Risk and Strategy

Indicator Title 2.6	Clean audit
Definition	Audit findings raised by the AGSA in previous financial year to be addressed.
Source of data	External audit report
Method of calculation / assessment	Unqualified audit with no material findings from the Auditor General
Means of verification	Audit opinion as presented in the Annual Report with no qualification paragraphs. Other noncompliance matters reported
Assumptions	AFS submitted on time as per legislated timelines
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Unqualified audit outcome with no material (audit report) findings
Indicator responsibility	Chief Financial Officer

Indicator Title 3.3	Eight stakeholder forum discussions conducted
Definition	To conduct quarterly meetings with industry with the intent to promote safe railway operations and improved railway safety across the industry. The RSR seeks to build relationships with interested and affected parties with the intent to collaborate to find solutions to the challenges that pervade the rail industry. Quarterly interactions provide the opportunity for dialogue that contributes to the improvement of rail safety.
Source of data	Attendance Registers, Agenda and Meeting Reports
Method of calculation / assessment	Number of stakeholder forum discussions concluded
Means of verification	Attendance Registers, Agenda and Meeting Reports
Assumptions	Increased cooperation with industry
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Eight stakeholder forum discussions conducted
Indicator responsibility	Media and Communications



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