RSR Railway Safety Regulator

ANNUAL PERFORMANCE PLAN 21/22

Railway Safety Regulator
Annual Performance Plan 2021/22

The Annual Performance Plan 2021/2022 for the Railway Safety Regulator is compiled with the latest available information from departmental and other sources.

Some of this information is unaudited or subject to revision.

For more information, please contact:

Railway Safety Regulator
P.O Box 11202
Centurion, 0051, South Africa
Tel: +27 10 495 5391

Annual Performance Plans for each financial year within the performance cycle will also be published on the RSR website www.rsr.org.za

ISBN:
RP:

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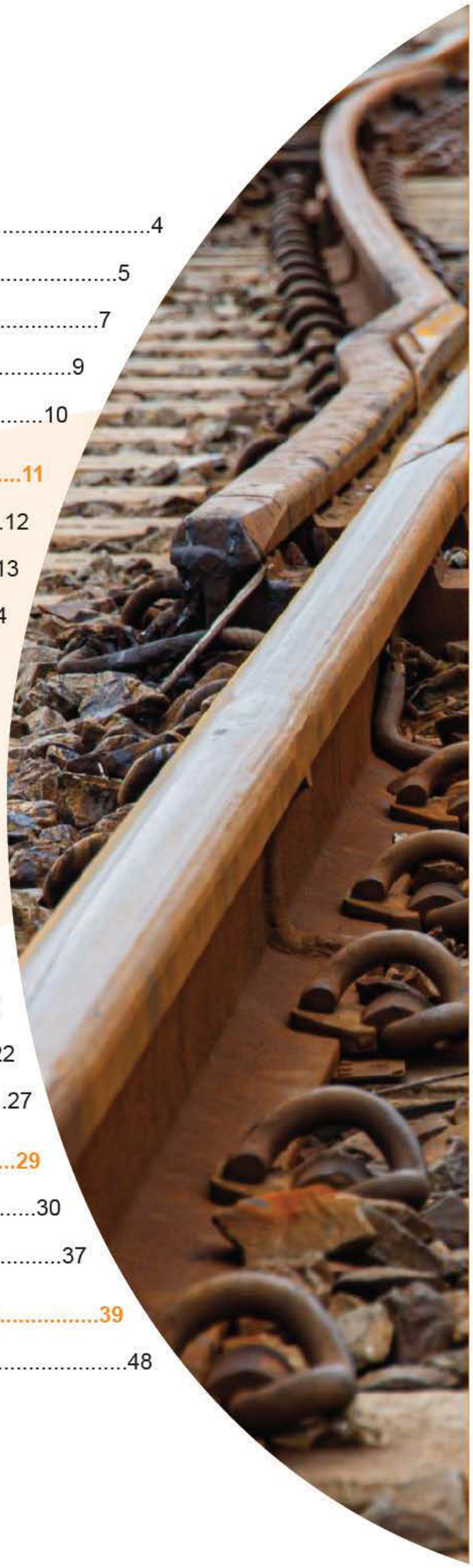


GLOSSARY OF TERMS

A

AFS – Annual Financial Statement
ARC – Audit and Risk Committee

C

CEO – Chief Executive Officer

D

DoT – Department of Transport

E

EXCO – Executive Committee

F

FY – Financial Year

H

HFM – Human Factor Management
HR – Human Resources

I

IDP – Integrated Development Plan

K

KPI – Key Performance Indicator

M

MOU – Memorandum of Understanding
MTSF – Medium Term Strategic Framework

N

NATMAP – National Transport Master Plan 2050
NIIMS – National Integrated Information Monitoring System
NDP – National Development Plan 2030

P

PRASA – Passenger Rail Agency of South Africa

R

RSR – Railway Safety Regulator

S

SADC – Southern African Development Community
SARA – Southern African Railways Association
SEIAS – Socio-Economic Impact Assessment Study
SMS – Safety Management System
SMSR – Safety Management System Report
SCM – Supply Chain Management

T

The Act – National Railway Safety Regulator Act (2002)

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 Methology** 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 a large number of 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 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.

The National Development Plan 2030 and the National Transport Master Plan (NATMAP) 2050 state unequivocal intentions for the South African transport industry. Both plans recapitulate the necessity for the country to preserve and develop its transport infrastructure to boost the economy and social development. NATMAP further highlights that rail is a key component of freight and passenger transport in the country.

MINISTER'S FOREWORD

The Annual Performance Plan of the Railway Safety Regulator is presented at a time when the country and various others around the world are battling the calamitous Coronavirus. Not only has it wreaked havoc on economies and health systems, but industries and organisations are also feeling its effects. At the height of the COVID-19 pandemic the rail industry has been in the spotlight continuously due to rampant theft and vandalism which is fast obliterating the rail infrastructure.

The 2019-2020 State of Safety Report painted a grim picture of safety within the railway industry. The surge in the total number of security-related incidents when compared to the previous reporting period remain of particular concern. The open nature of the network exposes commuters, trains, and railway infrastructure to criminal activity and poses risks to safe rail operations.

Over the past financial year, the Railway Safety Regulator prioritised several initiatives aimed at ensuring safer railways. These include but are not limited to the development of a scope for the Safety Risk Model (SRM), testing a Safety Method for Risk Assessment (CSM-RA) with three Class A operators and the development of competency guidelines and workload planning. These initiatives created a crucial foundation for the RSR to continue to strengthen the rail regulatory framework and ensured that the necessary elements that will bring about safer railways are in place.

The safety of our railways, commuters and rail stakeholders remain our utmost priority and looking at the goals that the RSR has set for itself in this APP, I am assured that the Regulator shares the Department of Transport's vision for the South African railways as it relates to safety.

I want to iterate that rail safety is not only the responsibility of the Railway Safety Regulator. It is a collective responsibility which must be supported by all role players if we are to see the changes, we wish to see in the rail industry. I, therefore, call on all operators to heed the directions and to comply with the regulatory instruments of the Regulator.

On behalf of the Department of Transport, I endorse the APP of the Regulator and pledge my support for their endeavours.

Mr FA Mbalula, MP

MINISTER OF TRANSPORT

The advent of the COVID-19 pandemic that is continuing to devastate the economy and the lives of people across the world has forced us at the Railway Safety Regulator (RSR) to take stock and assess what we should do to ensure that our organisation remain sustainable.

Scant employment opportunities and indigence have always been a challenge in South Africa, but the virus has also demonstrated how the lack of education has

CHIEF EXECUTIVE OFFICER'S OVERVIEW

been a contributing factor in the escalating number of infections and deaths. Never before has the urgency of job creation and education been more significant and necessary than it is right now.

Needless to say, the pandemic has had far-reaching consequences which has necessitated countries, organisations and individuals to shift their priorities. The RSR is no different. Over the last financial year, the Regulator has embarked on various activities to ensure that the organisation remains equipped to meet the demands of the industry it serves. Strategies were adapted and plans crafted to ensure that the RSR continues to contribute to the rail sector.

In dealing with the unemployment issue, the Regulator aims to play its part in transforming the economy by utilising its procurement spend to target designated groups such as women, youth, and small enterprises. The RSR has set aside a budget for external bursaries for critical skills required in the rail sector and will employ interns to provide them with work experience to increase their future employability in the job market.

The Regulator continues to contribute to the National Development Plan by improving public transport. Over the 2021/22 FY, the RSR will focus its efforts on bolstering the rail regulatory framework through determinations, protocols and industry tools which will contribute to the development of an industry safety risk profile that will support critical risk mitigation decisions and ultimately result in safer railway operations. With this in mind, the RSR will focus on publishing occurrence reporting categories, developing an industry-wide hazard log, implementing the Railway Management Maturity Model, and developing a Verbal Safety Critical Communication Determination, to name a few.

As audacious as this Annual Performance Plan (APP) may seem, I have no doubt that the targets set for the Regulator are within reach. The RSR has always firmly believed in its vision of safe, reliable and sustainable railway operations recognised globally. At the end of the 2019/2020 financial year, the organisation achieved a staggering 94 per cent of its performance targets. These positive results bear testament to RSR's commitment to oversee and promote safe railway operations and Team RSR's dedication to performance excellence.

I endorse this APP as a culmination of the Railway Safety Regulator's plans to direct growth in the railway sector and enhance safety significantly in the 2021/22 FY.

Ms T Kgare

ACTING CHIEF EXECUTIVE OFFICER

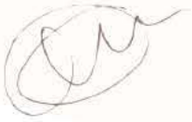
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Railway Safety Regulator (RSR) under the guidance of the Minister of Transport.
- Takes into account 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 2021/22 Financial Year.

EXECUTIVE: MEDIA AND COMMUNICATIONS
Ms M Williams

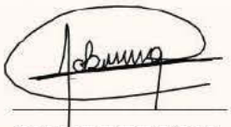
ACTING CHIEF OPERATING OFFICER
Mr M Selaledi



ACTING CHIEF FINANCIAL OFFICER
Mr A Tjatji

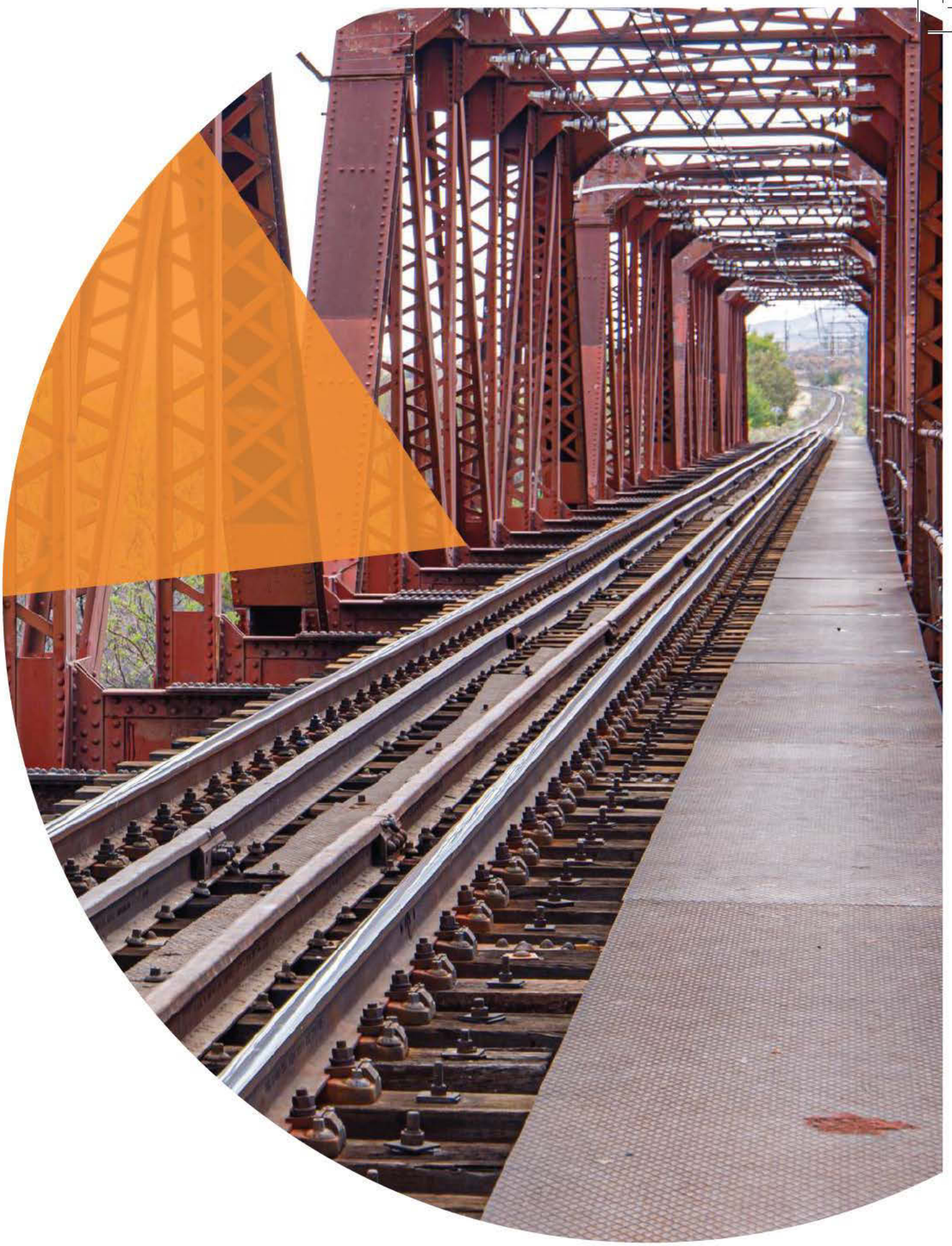
ACTING EXECUTIVE: RISK AND STRATEGY
Mr F Kgomari

ACTING CHIEF EXECUTIVE OFFICER
Ms T Kgare



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 shall comply with chapter 2 and 3 of the Constitution of the Republic of South Africa.

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 the 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);
- 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 National White Paper on Transport Policy, 1996;
- 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.

INSTITUTIONAL POLICIES AND STRATEGIES

Determination of the Safety Management System and Safety Management System Report

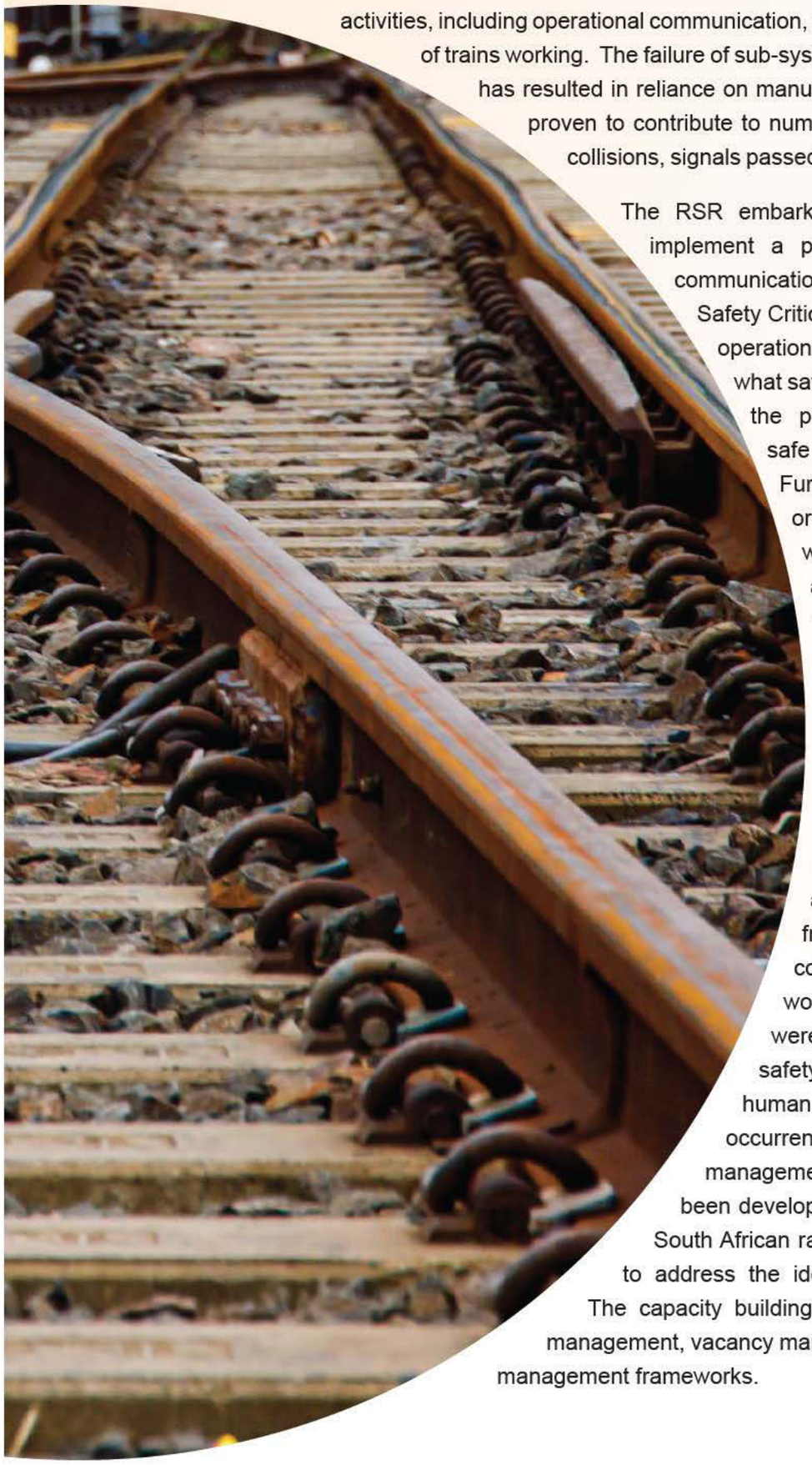
The Social Economic Impact Assessment System (SEIAS) of the Determination was approved in January 2018. The final Determination of the Safety Management System (SMS) and Safety Management System Report (SMSR) was published by means of a government gazette on 18 May 2018; this established the legal requirements for the SMS and SMSR.

The RSR communicated an updated Safety Permit Application Guide, aligned to the SMS and SMSR Determination, to the operators. The guide includes a Safety Permit Conformity Assessment Methodology (SPCAM) tool that explains the requirements contained in the Determination and must be used by operators to demonstrate compliance with the requirements contained in the Determination.

Operators are expected to comply with the Determination by completing the SPCAM and submitting a signed copy accompanied by supporting documents as guided by the SPCAM.

Verbal Safety Critical Communication Protocol

Over the years, the railway industry in South Africa has seen itself conducting operational



activities, including operational communication, under abnormal and degraded modes of trains working. The failure of sub-systems, especially the signalling system has resulted in reliance on manual train authorisation. This has been proven to contribute to numerous railway occurrences, including collisions, signals passed at danger (SPADS) and derailments.

The RSR embarked on a process to develop and implement a protocol that will provide a robust communication framework for effective Verbal Safety Critical Communication (VSCC) in railway operations. The protocol will further clarify what safety-critical communication is, provide the procedure for using it and ensure safe and seamless railway operations. Furthermore, it will be used as a tool or control to mitigate risks associated with manual train authorisations and a standardised approach to VSCC within the railway operations in South Africa.

Human Factor Management Capacity Building programme

In accordance with the RSR's strategic outcome on making railways safer, a lack of industry accepted human factors management frameworks for the management of competencies, vacancies, and effective workload planning and management were identified as deficiencies during safety management system audits on human factors management elements and occurrence investigations. A human factors management capacity building document has been developed primarily with the view to provide South African railway operators with the frameworks to address the identified human factors deficiencies. The capacity building document consists of competence management, vacancy management and workload planning and management frameworks.

RSR'S CONTRIBUTION TO THE GOVERNMENT'S PRIORITIES

Over and above the policies stated, the RSR is expected to contribute to the government's seven key priorities that were announced by President Cyril Ramaphosa at the 2019 State of the Nation Address. The seven key priorities discussed below are based on the government's MTSF that clearly articulates 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**
Transforming the economy to serve all South Africans and create jobs.	The RSR aims to play its part in transforming the economy by utilising its procurement spend to target designated groups such as woman, youth and small enterprises.
Priority 2	**RSR's contribution**
Investing in the capabilities of all the people, through an education and skills revolution.	The RSR has set aside a budget for external bursaries for critical skills required in the rail sector. The RSR will also employ interns in order to provide them with work experience and to increase their future employability in the job market.
Priority 3	**RSR's contribution**
Advancing social transformation through the strengthening of the social wage.	No direct RSR contribution.
Priority 4	**RSR's contribution**
Tackle the persistence of apartheid spatial development to build sustainable and safe human settlements, towns and rural areas, and effective local government.	The RSR constantly engages 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: • Rail reserve regulation • Education and awareness campaigns • Safety ambassadors • Community involvement

Priority 5	RSR contribution
Advance nation-building and social cohesion and a safe South Africa for all.	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: • Occurrence reporting categories published; • Industry-wide hazard log; • Railway Management Maturity Model; • Human Factor management Capacity Building Framework; • Verbal Safety Critical Communication Determination developed; • Interface Agreements Framework; and • National Rail Communicators Forum.
Priority 6	**RSR's contribution**
Build a better Africa and World.	The RSR is a member of the Southern African Railway Association (SARA), an association that aims to promote the harmonisation of the railway safety regime in the Southern African Development Community (SADC) railway operations. The Regulator plays a pivotal role in ensuring that the common Standards are adopted at a regional level, thus ensuring interoperability among members states.
Priority 7	**RSR's contribution**
Renewing and building a capable, honest developmental state and a social compact.	The RSR contributes to the building of a capable state by executing its mandate in an independent, financial sustainable manner whilst at maintaining the highest standards of good and ethical corporate governance.

PART B: 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.

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.
- **Stakeholder engagement**: Ensuring safe railway operations is a collaborate 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 South Africa and neighbouring countries whose rail operations enter into South Africa 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 Determination 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 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.

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 cooperative agreements with relevant state organs to give effect to cooperative government and inter-governmental relations as contemplated in Chapter 3 of the Constitution. The RSR has concluded 12 cooperative 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.

STRATEGIC RISK PROFILE

No.	Outcome	Risk statement	Mitigations
1	Railways are safer	**Lack of independence** 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.	Enforcement and monitoring of operator compliance to RSR directives and special conditions of permit
			RSR not part of committees linked to operator matters
			Aligning Board and Audit Committee composition to requirements of King Code
2	Railways are safer	**Inadequate Regulatory Framework and Competencies** The RSR may be implementing an incomplete, inconsistent, or incoherent mix of regulations, determinations, standards or protocols.	Stakeholder engagement and lobbing
			SMS audits and inspection when dealing with transportation of dangerous goods
			Forming the industry working groups when developing regulatory tools
3	Good governance and clean administration	**Cyber security vulnerability** Hackers may gain access to RSR systems and corrupt data or share inappropriate operators' information	Firewall, Antivirus and OS penetration test and vulnerability assessment
			Evaluation of Mobile Device Management tools Source a service provider to conduct a cyber security awareness
4	Good governance and clean administration	**Loss of key skilled personnel** The RSR may struggle to effectively execute its mandate due to departure of key personnel.	Industry benchmarked and aligned salary packages for RSR Staff Effective performance management and incentive process
			Initiatives around building an excellent organisation

No.	Outcome	Risk statement	Mitigations
5	Good governance and clean administration	**Financial Sustainability** 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.	Cost of employment targeted at 60 per cent (or lower) of fixed revenues
			All accruals and commitments funded at year end
			RSR Budget adjustment for revenue shortfalls
6	Railways are safer	**Inaccurate & Incomplete Safety Information** NIMS may have design faults, be inaccessible or data inputted on NIMS by operators may be incomplete or inaccurate resulting in non- compliance with the requirements of the RSR Act.	Monthly and Quarterly data verification of operator data
			Manually request additional safety information from operators during permit assessments
7	Railways are safer	**Inadequate Stakeholder Buy-in & Support (RSR initiatives)** RSR initiatives may experience poor attendance, repeated objections or receive a lack of public comments thereby diminishing their value or delaying their implementation	RSR involvement in SARA in order to maintain relations with regional operators
			RSR involvement in various National Department of Transport committees that bring together rail industry stakeholders
			MOU's 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

PART C:
Measuring Our Performance

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
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	Risk modelling completed	Safety Risk Model platform developed and available for use
1.2	Railways are Safer	Industry consulted risk assessment tools and methodologies	Common Safety Methods developed and tested	Common Safety Method framework	Framework for Common Safety Method for Risk Assessments developed	CSM-RA tested with 3 Class A operators	CSM-RA tested with 3 Class A and 3 Class B 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
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	International Railway Management Maturity Model and assessment benchmark	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	Railway Management Maturity Assessment Reports for all Class A mining operators	Railway Management Maturity Assessment Reports for all Class A tourist and SADC operators

***No 2021/22 target**

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1.5	Railways are safer	Industry consulted risk assessment tools and methodologies	Interface Agreements aligned with operational risks	Interface Agreement findings on permit assessments	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
1.6	Railways are safer	Industry consulted risk assessment tools and methodologies	Developed and implemented RSR Standard on Verbal Safety Critical Communications	New Indicator	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	Industry consulted risk assessment tools and methodologies	State of safety interventions	-	-	-	Level crossing research paper published Personal safety on trains and stations research paper published	Two topical research papers published	Two topical research papers published	Two topical research papers published

No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1	Industry safety risk profile developed	Industry-wide hazard log validated	Consolidation of reported accidents and occurrence data	Data analysed to establish leading indicators	Draft hazard log approved	Draft hazard log validated
1.2	Common Safety Methods developed and tested	CSM-RA tested with 9 selected Class A or Class B operators	-	CSM-RA tested with 4 selected Class A or Class B operators	CSM-RA tested with 5 selected Class A or Class B operators	Consolidation of test results
1.3	Common Safety Methods developed and tested (Supervision)*	-	-	-	-	-
1.4	Implementation of railway management maturity assessments	Railway Management Maturity Assessment Reports for 7 Class A dangerous goods operators	RM3 assessment report for 1 Class A dangerous goods operator	RM3 assessment report for 3 Class A dangerous goods operators	RM3 assessment report for 3 Class A dangerous goods operators	-
1.5	Interface Agreements aligned with operational risks	Interface Agreements stakeholder engagement on IA gaps with 4 metropolitan municipalities	Initial SEIAS Report completed	Stakeholder engagements on Interface Agreement gaps with 2 metropolitan municipalities conducted	Stakeholder engagements on Interface Agreement gaps with 2 metropolitan municipalities conducted	Interface Agreement Report on 4 Metropolitan Municipalities completed
1.6	Developed and implemented RSR Standard on Verbal Safety Critical Communications	Draft Verbal Safety Critical Communications RSR Standard published for public comments	Draft RSR Standard developed	SEIAS Report completed	Draft RSR Standard published for public comments	-
1.7	State of safety interventions	Two topical research papers published	Two research proposals approved by EXCO	Draft research papers presented to EXCO	Two research papers approved by EXCO	Research published on RSR website

***No 2021/22 target**

No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2017/18	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	Permit fee model reviewed by 31 March 2018	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 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	New NIIMS build and maintained	-	IMS scope completed by 31 March 2019	Business requirements for the NIIMS developed	50 % of NIIMS developed	100% of NIIMS developed and available for use	NIIMS maintained and uptime at 99 %	NIIMS 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 Action plan developed and implemented	Employee satisfaction improved Action plan developed and implemented
2.4	Good governance and clean administration	Surplus funds	Growing investment	-	-	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
2.5	Good governance and clean administration	ISO (QMS) related policies ISO (QMS) Audit Reports	ISO 9001: 2015 Certification	-	-	New Indicator	QMS Policy approved	Pre-certification audit conducted	RSR ISO certification	ISO compliance audit conducted
2.6	Good governance and clean administration	Clean administration	Number of material audit findings	-	-	Unqualified audit with less findings by 31 March 2020	Unqualified audit outcome with other matters	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 actions due for Q1	Implementation of financial sustainability plan actions due for Q2	Implementation of financial sustainability plan actions due for Q3	Implementation of financial sustainability plan actions due for Q4
2.2	New NIIMS build and maintained	100% of NIIMS developed and available for use	75 % of NIIMS developed	Testing and debugging	100 % NIIMS developed and available	Testing, debugging and system available for use
2.3	Employee engagement improved	Employee engagement action plan developed and implemented	Action plan approved by EXCO	50 % interventions implemented	90 % interventions implemented	Employee satisfaction survey conducted
2.4	Growing investment	Current ratio of 1,1:1	Exceed 1,1:1 ratio	Exceed 1,1:1 ratio	Exceed 1,1:1 ratio	Current 1,1:1 ratio achieved
2.5	ISO 9001: 2015 Certification	Pre-certification audit conducted	Gap analysis concluded	Gap analysis interventions implemente	Gap analysis interventions implemente	Pre-certification audit conducted
2.6	Number of material audit findings	Clean audit	All material 2019/20 AG findings resolved	Clean audit	Audit action plan developed	Audit action plan implemented

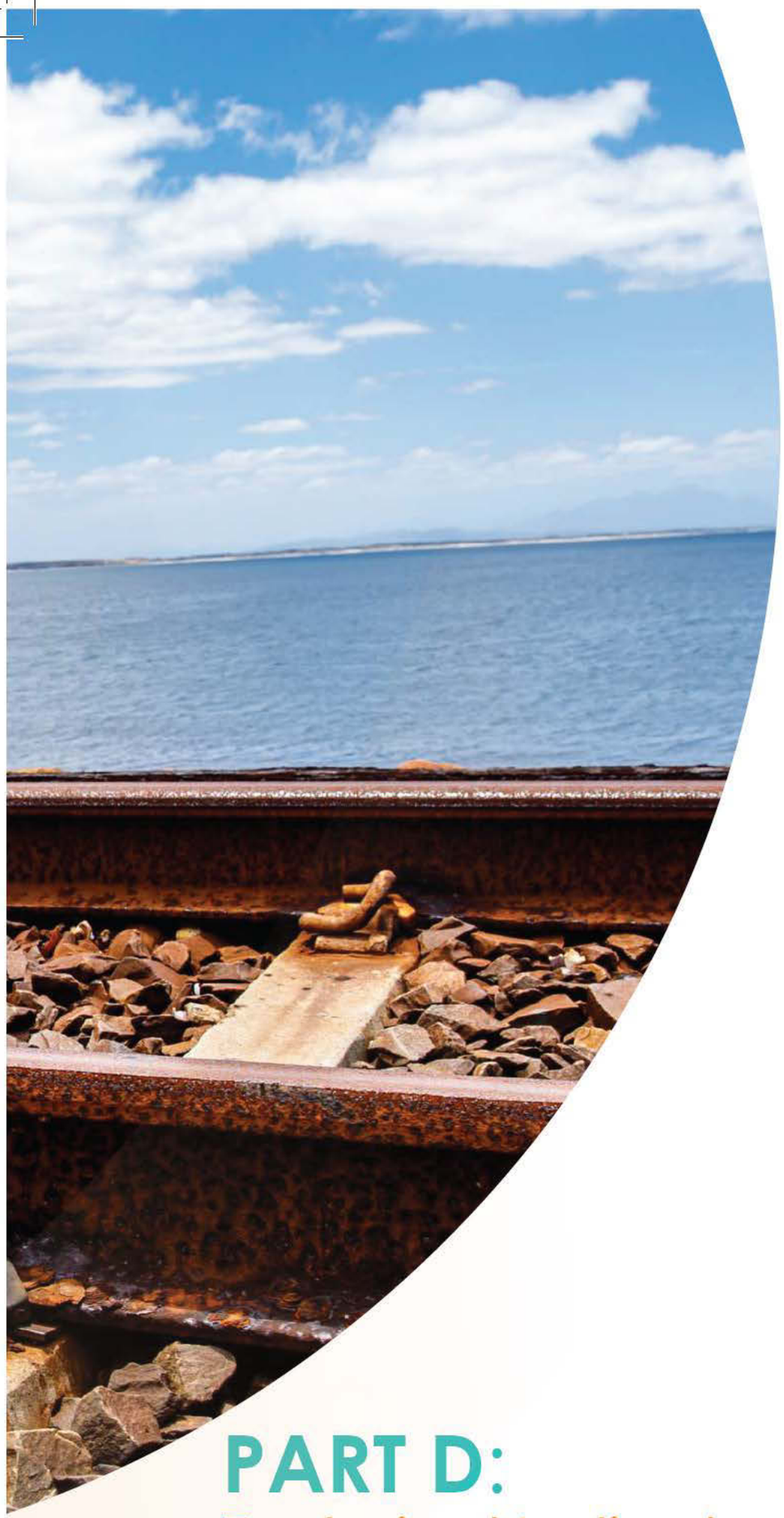
No	Outcome	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.1	Improved stakeholder service	To influence safe railway behaviour	Number of safety awareness initiatives conducted	Baseline satisfaction index with the RSR's railway safety oversight activities by 31 March 2018	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
3.2	Improved stakeholder service	To promote safety consideration during new investments through annual industry safety thematic interventions	Annual industry safety interventions conducted	Baseline satisfaction index with the RSR's railway safety oversight activities by 31 March 2018	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
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	Baseline satisfaction index with the RSR's railway safety oversight activities by 31 March 2018	Stakeholder forums established by 31 March 2019 Four stakeholder forums discussions conducted by 31 March 2020	Four stakeholder forums discussions conducted by 31 March 2020	Eight stakeholder forum discussions conducted	Eight stakeholder forum discussions conducted	Eight stakeholder forum discussions conducted	Eight stakeholder forum discussions conducted

No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1	Number of safety awareness initiatives conducted	30 Railway safety awareness initiatives conducted	6 Railway safety awareness initiatives conducted	6 Railway safety awareness initiatives conducted	9 Railway safety awareness initiatives conducted	9 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	Eight 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	2021/22 Budget	% Growth	2022/23 Budget	% Growth	2023/24 Budget
	R		R		R
Transfers - DoT Grant	69 657 000	4.6%	72 874 000	4.4%	76 086 000
Permit Fees	176 710 565	3.5%	182 895 435	4.5%	191 125 730
Investment Income	3 796 498	5.0%	3 986 323	5.5%	4 205 570
TOTAL REVENUE	**250 164 063**	4%	**259 755 758**	4%	**271 417 300**
Expenditure	**2021/22**	**% Growth**	**2022/23**	**% Growth**	**2023/24**
	R		R		R
Compensation of Employees	**168 075 198**	4.0%	**174 831 269**	4.0%	**181 855 765**
Staff Costs	164 768 834	4.0%	171 359 588	4.0%	178 213 971
Directors' Remuneration	3 306 364	5.0%	3 471 682	4.9%	3 641 794
Goods and Services	**78 478 865**	2.5%	**80 465 070**	6.1%	**85 405 094**
Office rentals	12 397 193	7.1%	13 279 886	7.1%	14 225 559
Regulatory Audit Fees	2 915 117	5.0%	3 060 873	4.8%	3 207 795
Professional Fees	19 127 758	-16.5%	15 969 699	8.9%	17 387 436
Other Admin & Operational costs	44 038 797	9.3%	48 154 612	5.0%	50 584 303
	3 610 000		**4 459 419**		**4 156 441**
Capital expenditure	3 610 000	23.5%	4 459 419	-6.8%	4 156 441
TOTAL EXPENDITURE	**250 164 063**	**4%**	**259 755 758**	**4%**	**271 417 300**

Description	Cost of Employment	Goods and Services	Budget 2021/22
OUTCOME 1 - RAILWAYS ARE SAFER	90 933 429	25 169 863	116 103 292
OUTCOME 2 - GOOD GOVERNANCE AND CLEAN ADMINISTRATION	67 519 355	46 825 162	114 344 517
OUTCOME 3 - IMPROVED STAKEHOLDER SERVICE	9 622 414	10 093 840	19 716 254
TOTAL BUDGET	**168 075 198**	**82 088 865**	**250 164 063**



PART D:
Technical Indicator Descriptions

Indicator Title 1.1	Industry-wide hazard log validated
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	Occurrence database approved by EXCO
Means of verification	Occurrence database approved EXCO
Assumptions	Improved state of railway safety
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Industry-wide hazard log validated
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.2	CSM-RA tested with 9 selected Class A or Class B operators
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 assessment submitted by the operator
Method of calculation / assessment	Risk assessment submitted by the operator
Means of verification	Risk assessment submitted by the operator
Assumptions	Improved state of railway safety
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	CSM-RA tested with 9 selected Class A or Class B operators
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.3	Common Safety Methods developed and tested (Supervision)*

Indicator Title 1.4	Railway Management Maturity Assessment Reports for 7 Class A dangerous goods 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 7 Class A dangerous goods operators
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

***No 2021/22 target**

Indicator Title 1.5	**Interface Agreements stakeholder engagement on IA gaps with 4 metropolitan municipalities**
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	Interface Agreements stakeholder engagement on IA gaps with 4 metropolitan municipalities
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.6	**Draft Verbal Safety Critical Communications RSR Standard published for public comments**
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	**Draft Verbal Safety Critical Communications RSR Standard published for public comments**
Indicator responsibility	Office of the Chief Operating Officer – Safety Management

Indicator Title 1.7	Two topical 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 awareness of high-risk elements identified in the State of Safety Report
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Two topical 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	100% of NIIMS developed and available for use
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	100% of NIIMS developed and available for use
Indicator responsibility	ICT and Systems Management

Indicator Title 2.3	Employee engagement 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 engagement action plan developed and implemented
Indicator responsibility	Human Resources

Indicator Title 2.4	Current ratio of 1,1:1
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 1,1:1
Indicator responsibility	Chief Financial Officer

Indicator Title 2.5	Pre-certification audit conducted
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	Pre-certification audit conducted
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 3.1	30 Railway safety awareness initiatives conducted
Definition	To heighten awareness of railway safety through education, communication and training initiatives within the community and among others. Tasked with the responsibility to oversee railway safety, the RSR undertakes initiatives aimed at increasing and improving railway safety awareness.
Source of data	Railway safety promotion initiative reports
Method of calculation / assessment	Simple count of number of actual railway safety promotion initiatives
Means of verification	Initiative reports
Assumptions	Influence positive safe railway behaviour
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	30 Railway safety awareness initiatives conducted
Indicator responsibility	Media and Communications

Indicator Title 3.2	Annual Rail Safety Conference conducted
Definition	To conduct an Annual Rail Safety Conference to promote railway safety across the rail sector. The RSR, as the authority on rail safety, encourages and spearhead dialogue that contributes to the improvement of rail safety. In this regard, the RSR hosts a conference that brings together operators, specialists, interested and affected parties. The conference positions best practice in an attempt to positively impact rail safety.
Source of data	Annual Rail Safety Conference programme
Method of calculation / assessment	Conference conducted
Means of verification	Conference report
Assumptions	Increased industry collaboration towards safer railway operations
Calculation type	Year-end
Reporting cycle	Quarterly
Desired performance	Annual Rail Safety Conference conducted
Indicator responsibility	Media and Communications

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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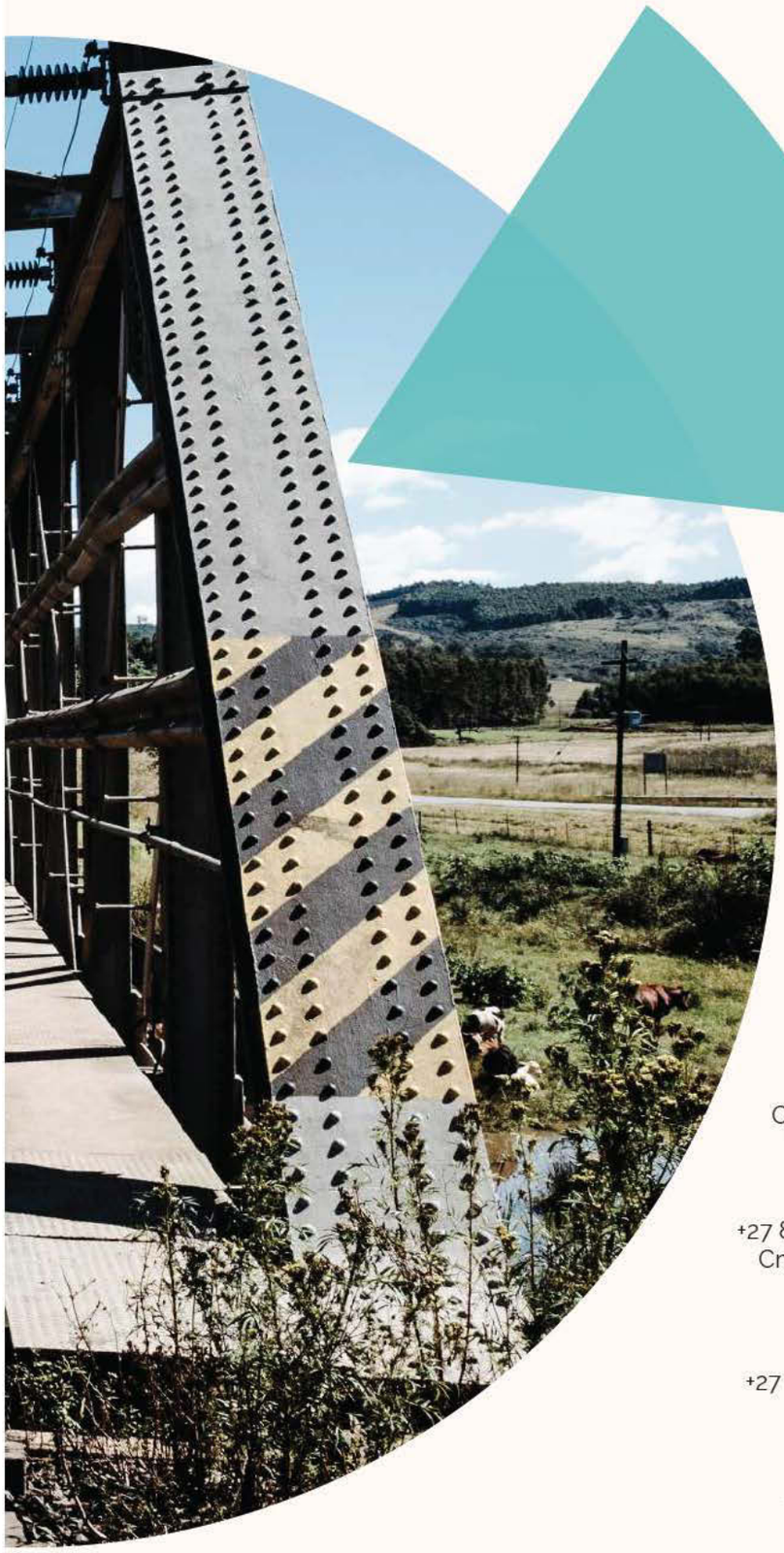

Railway Safety Regulator

HEAD OFFICE (MIDRAND)
+27 10 495 5391, Building 4, Waterfall Point Office Park, Cnr Waterfall and Woodmead Drive, Waterfall City, Midrand, 1685, SOUTH AFRICA

CENTRAL REGION
+27 87 284 6591, Building 2, Waterfall Point Office Park, Cnr Waterfall and Woodmead Drive, Waterfall City, Midrand, 1685, SOUTH AFRICA

COASTAL REGION
+27 21 493 1718, 2 Long Street Building, 2 Long Street, 11th Floor, Cape Town, 8000, SOUTH AFRICA

EASTERN REGION
+27 31 492 7289, Embassy Building, 22nd Floor, 199 Anton Lembede Street, Durban, 4000, SOUTH AFRICA

RP118/2021
ISBN: 978-0-621-49379-5
TITLE OF PUBLICATIONS: RAILWAY SAFETY REGULATOR ANNUAL PERFORMANCE PLAN 2021/2022