

1.1 summary overview

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message from the chief executive

It is an exciting and challenging time in the world of rail safety reform. There are huge changes on all fronts – on the regulatory front, with the move towards national consistency in safety legislation and its administration; on the service front in NSW, with reviews by operators and Government of services required to fulfil both passenger and freight requirements for the future; in rail ownership, with new players in the field; and in infrastructure investment, with a large number of major track and rolling stock capital projects underway.

A major achievement of 2005-06 has been the progress of the national rail safety reform process. This process responds to the calls of both industry and government for greater consistency of rail safety regulation across States and improved safety performance.

ITSRR has devoted considerable effort to the reform agenda, at a policy level as the Chair of the National Steering Committee advising the National Transport Commission and at an operational level by assisting with education and awareness programs around the country for both the industry and for other regulators.

ITSRR has also ensured the reforms incorporate specific Special Commission of Inquiry into the Waterfall Rail Accident (Waterfall Inquiry) recommendations.

On the ground, our regulatory policy and operational staff have been working hard internally and with industry to begin the transition to the new Guidelines for Safety Management Systems, which come into force in NSW in 2006-07. This work focuses on ensuring that rail operators' safety management systems meet high-level performance criteria, a process that will take some time to implement.

We are also keeping an eye on areas for further safety reform, particularly in areas which have not traditionally been a strong area of focus in rail. For instance, ITSRR is jointly exploring with the Department of Infrastructure in Victoria, and in consultation with industry, means by which Crew Resource Management programs used in aviation might be adapted for use in the rail industry.

I am also pleased to report that, as at June 2006, 75% of the recommendations of the Waterfall Inquiry report have been implemented, a major achievement by both rail operators and ITSRR. I anticipate that around 88% of the recommendations will be closed out by the end of 2006-07.

Our work with other NSW transport safety regulators, the Ministry of Transport and NSW Maritime, continues to strengthen. This report reflects this in both our achievement of an agreed workplan and in the preparation of a separate Cross-modal Transport Safety Report in Part 2 of this Report. I look forward to working with these agencies to continue to strengthen transport safety regulatory requirements for the rail, bus and ferry sectors.

Carolyn Walsh, ITSRR's Chief Executive since its inception in 2004.

Carolyn Walsh and Ron Christie, former Chair of ITSRR's Advisory Board.



Our service reliability function continues to provide the Government with an important source of independent advice on the reliability and sustainability of publicly funded transport services. During the year, our advice has focused on rail infrastructure condition across the State, the introduction of new timetables for CityRail customers and the impact of rail freight services on the reliability of passenger rail services.

Internally, we have bedded down structures and processes to support the work we do, improving the quality of our services to our stakeholders. We have a new Executive Director, Mick Quinn, for the Rail Safety Regulation Division, our largest Division. Mick brings his experience as Senior Vice President - Group Safety with the Emirates Group, including his expertise in risk management and safety management systems. I would also like to acknowledge the effort of Colin Holmes who acted as Director Accreditation and Audit over the year. Colin capably steered ITSRR in delivering its required regulatory activities prior to Mick's appointment.

During the year we strengthened our information technology and record management systems considerably and bedded down our corporate planning and reporting processes, including the development of a three year Corporate Plan. We have also encouraged staff to undertake a range of training, with 26 staff participating in our professional development program that will lead to tertiary qualifications in transport safety.

In the coming year, we will focus on implementing our Corporate Plan 2006-09 and will ensure that we align our planning and reporting activities to the forthcoming 10 year State Plan, scheduled for release in November 2006. Transport safety and reliability continues to be a dominant theme for NSW Government service delivery and ITSRR provides a critical role in ensuring this progresses.

Of course, safe and reliable transport services can only be delivered by the industry itself.

I would like to acknowledge the efforts of the rail industry which has provided constructive and detailed input to the development and implementation of consistent and high quality rail safety policy and legislation, both in NSW and at the national level. I am very aware that rail safety is a joint effort requiring significant contribution by all parties to achieve the high level rail safety standards required for NSW.

I also express my sincere gratitude to the dedicated efforts of all ITSRR staff over the past year, my thanks to the support and professionalism of our Executive Management Team and my appreciation of the wealth of expert advice and guidance provided by our Advisory Board.

Finally, I would like to highlight the contribution to ITSRR, and to the transport sector generally, of Ron Christie AM, who retired from his position as Chairman of our Advisory Board in December 2005. Ron was the Board's inaugural Chair. Ron's knowledge, expertise and passion for transport safety were invaluable to ITSRR in its start-up as a rail safety regulator and reliability advisor. On a personal note, I was and remain inspired by Ron's commitment to public service and learned a great deal during the years I had the privilege to work with him.



Carolyn Walsh
Chief Executive



message from the advisory board chairperson

Rob Schwarzer,
newly appointed
ITSRR Advisory
Board Chairperson.

During the year the Advisory Board continued to provide high-level advice to support the Chief Executive of ITSRR in formulating regulatory responses to complex rail safety issues and matters concerning the reliability of publicly funded transport services.

In June 2005 the functions of the Board were amended by legislation as part of the Government's response to the Special Commission of Inquiry into the Waterfall Rail Accident. The amendments reflected that the Office of Transport Safety Investigations had been created as a separate entity. Neither the Chairperson nor Board members now hold any statutory responsibilities in relation to OTSI's functions. The legislative amendments also provided a clear distinction of accountabilities between the Advisory Board and the Chief Executive of ITSRR.

The Advisory Board consists of four external members who have extensive safety and transport related expertise. The Board aims to utilise this expertise and knowledge to provide strategic advice that enhances the direction and leadership role of ITSRR in transport safety regulation and reliability advice.

At its meetings, the Advisory Board considers issues arising in the areas of strategic transport safety, rail accreditation and compliance, and service reliability.

Two areas of focus for ITSRR and the Board during the year have been progress in the implementation of the recommendations of the Waterfall Inquiry and progress of the national rail safety reform agenda.

While the Board is satisfied with the progress made in the implementation of the Waterfall recommendations, it is conscious that there is still work to be done, particularly in the areas of standards development and design, which will require a longer term to address. In this regard the Advisory Board will continue to review progress and provide advice and assistance.

Following the release of a draft exposure National Model Rail Safety Bill and extensive consultation with rail regulators, the rail industry and unions, the Australian Transport Council endorsed the national model rail safety legislation on 2 June 2006. While the model Bill is broadly consistent with the current *NSW Rail Safety Act*, I believe its development represents another step forward in improving safety outcomes for the NSW rail industry.

The active leadership role played by ITSRR in progressing the national reform agenda has been commendable and is another area in which the Board will continue to provide support and assistance.

In addition to National Rail Safety Reform and Waterfall Inquiry implementation, the Board offered advice and recommendations to ITSRR over a range of issues during the year, including :

- investigations into specific issues of non-compliance by rail operators with their accreditation requirements;
- the appropriateness and outcomes of compliance and pre-accreditation audits of rail operators;
- guidelines developed for tourist and heritage operator safety management systems and accreditation;
- application of Automatic Train Protection technology to the NSW rail network;
- track maintenance standards;
- evaluation and reporting on reliability performance of publicly funded rail and bus operators; and
- collection, analysis and interpretation of data on rail safety incidents and trends.

In December 2005 my predecessor as Chairperson of the Board, Mr Ron Christie AM, retired. I take this opportunity to thank Ron for his leadership and contribution to both the Board and ITSRR and, as a result, the improvement of transport safety in NSW.

My appointment as Chairperson has led to the appointment of a new Board member, Mr Len Neist. Len is a systems engineering specialist and former auditor involved in the Waterfall Inquiry. He brings new levels of expertise and insight to the Board and has already established himself as a valued contributor.

Finally, I wish to express gratitude to all my colleagues on the Board for their continued high levels of commitment and contribution during the year.

BE(Civil), FIEAust

Chairperson, Independent Transport Safety and Reliability Advisory Board

about the independent transport safety and reliability regulator (ITSRR)

who we are

ITSRR commenced operations in January 2004 and is a statutory authority of the NSW Government. In 2005-06 we employed approximately 75 staff. All of ITSRR's staff are located in Sydney, although a number of staff travel throughout NSW to audit rail operators for rail safety purposes and conduct compliance-related inspections.



ITSRR staff are located in Sydney CBD, with staff travelling across NSW and Australia for rail safety audit and regulatory review purposes.

what we do

ITSRR's legislative objectives are outlined in the *Transport Administration Act 1988*. The principal objective of ITSRR is to "facilitate the safe operation of transport services in NSW".

Its other legislative objectives are to "exhibit independence, rigour and excellence in carrying out ITSRR's regulatory and investigation function"; and to "promote safety and reliability as fundamental objectives in the delivery of transport services".

To deliver these objectives, ITSRR has four key programs –

- 1. Rail Safety Regulation:** ITSRR's primary program that regulates rail safety on the NSW network;
- 2. Strategic Coordination across Transport Modes:** a program that facilitates the liaison across NSW transport safety regulators (ITSRR for rail, the Ministry of Transport for buses and NSW Maritime for ferries) to ensure ongoing monitoring and improvement of safety regulation for all three modes;
- 3. Transport Reliability Advice:** a program that provides independent advice to the Government and the public on the reliability and sustainability of the publicly funded transport networks in NSW; and
- 4. Corporate Governance:** a program that ensures ITSRR's people, systems and processes are able to deliver results for the above three programs through delivery of training; information management systems; human resource and administrative support; and planning and reporting frameworks.

A major organisational change in 2005-06 occurred with the separation of the Office of Transport Safety Investigations (OTSI) as an independent authority from ITSRR. OTSI now provides its own annual report. Whilst ITSRR continues to undertake investigations of rail incidents for the purpose of compliance with the *Rail Safety Act 2002*, OTSI undertakes independent investigations into the causation of major transport accidents and incidents in the rail, bus and ferry sectors.

For some context of the industry in which we operate, please see the "Overview of the NSW Transport Industry" in Part 2.1.



ITSRR hosts seminars with safety experts for its staff and transport industry representatives.

ITSRR works directly with rail operators to ensure their Safety Management Systems meet legislated requirements.



ITSRR's Advisory Board has a range of industry and academic expertise that has provided valuable feedback to ITSRR during the year [pictured from left: Dr Robert Lee, Prof. Jean Cross, Carolyn Walsh and Rob Schwarzer and (inset) Len Neist, newly appointed member].



our key stakeholders

ITSRR's key stakeholders are identified by their role in relation to ITSRR's legislative and strategic objectives on rail safety and the reliability and sustainability of publicly funded transport services.

ITSRR's key stakeholders include:

- Industry**
 - Rail operators including government-owned, commercial and tourist/heritage rail operators, rail employees
 - Rail industry groups (unions, peak industry groups)
 - Bus and ferry operators
- Government**
 - NSW Minister for Transport
 - NSW Parliament
 - NSW central agencies (Treasury, The Cabinet Office, Premier's Office, Independent Pricing and Regulatory Tribunal)
 - NSW transport safety regulators (NSW Maritime, Ministry of Transport)
 - Federal Transport Ministers and agencies (Australian Transport Council, National Transport Commission, Commonwealth and State transport departments, Rail Safety Regulators Panel)
- Community**
 - (indirectly) General public (commuters & non-commuters)
 - Media
- Internal**
 - ITSRR staff

More information on how we seek and consider stakeholder views is outlined in each corporate program chapter.

about the advisory board

The ITSRR Advisory Board consists of the Chief Executive and four external members: Mr Rob Schwarzer (Chairman), Professor Jean Cross, Dr Robert Lee and Mr Len Neist.

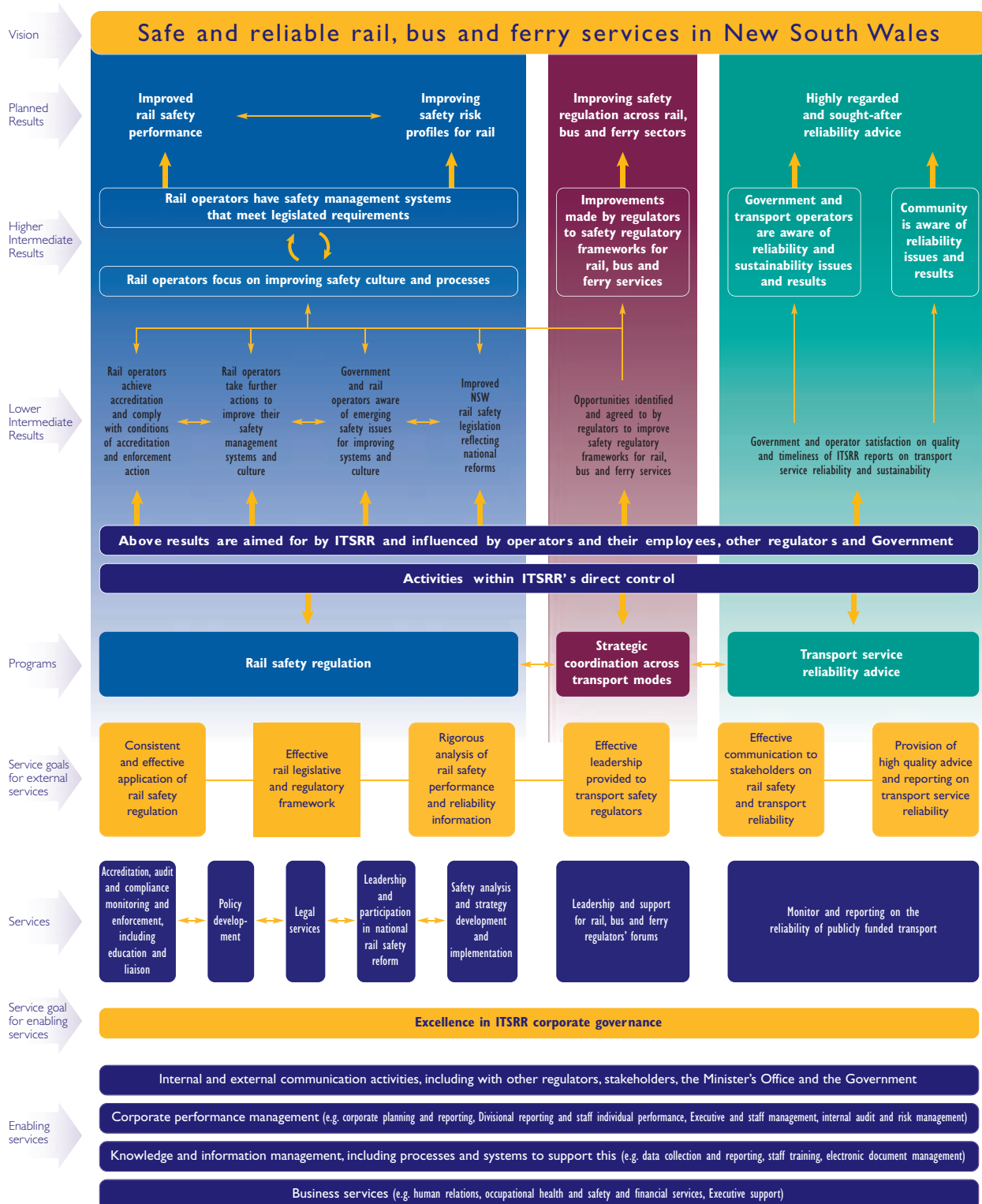
The Chief Executive can, at her discretion, seek advice on rail safety matters from the Advisory Board. The Advisory Board may also independently provide advice to the Minister for Transport.

The ITSRR Advisory Board does not review or contribute to management-related decisions but is rather a source of high-level expertise for the Chief Executive to draw upon in formulating regulatory responses to complex rail safety issues.

A more detailed overview of the Board's functions and the qualifications and experience of members is contained in the Appendices to this report.

our performance context

ITSRR's performance context for 2005-06 is reflected in two planning documents. The first, its results logic framework, was reviewed and refined during 2005-06. The framework links ITSRR's intended results with its service delivery. The second is ITSRR's Corporate Plan 2005-06 that outlines its priorities for the year.



1.1 summary overview

Vision

Safe and reliable transport
services in New South Wales

Result Priorities 05-06

- Take action on identified rail safety management priorities
- Develop national model legislation for rail safety
- Verify and report on the implementation of the Waterfall Inquiry recommendations
- Establish and report on the performance measures for transport regulators and across transport modes
- Provide advice to Government and publish reports on the performance and sustainability of publicly funded transport services

Service Priorities 05-06

- Develop and implement single integrated audit schedule, methodology and program for rail
- Define, document and implement ITSRR's corporate management system
- Define and implement effective framework to use and manage corporate knowledge
- Full implementation of ITSRR's corporate performance reporting framework
- Enhance ITSRR's capability to collect and utilise safety intelligence to determine safety management priorities for ITSRR's attention

our highlights and challenges of 2005-06

highlights

ITSRR's results are outlined in detail in its program chapters outlined in Part 2.2.

Particular highlights of the year included:

- phased implementation of the National Rail Safety Accreditation Package with NSW rail operators, introducing a new Safety Management System (SMS) guideline with more rigorous safety requirements.
- endorsement by the Australian Transport Council (comprising Commonwealth, State and Territory Transport Ministers) of the National Model Rail Safety Bill. The Bill provides the framework for greater consistency and high standards of safety regulation across States and Territories. ITSRR has provided substantive input and leadership in developing the model legislation.
- regulatory amendments to drug and alcohol testing programs that improve fairness and accuracy of testing, improve training requirements for testing officers, and introduce mandatory post-incident testing.
- improvements to railway security preventative measures and emergency response planning both within NSW and on a national basis.
- verification that 75% of recommendations from the Special Commission of Inquiry into the Waterfall Rail Accident (Waterfall Inquiry) Report have been implemented as at June 2006.
- provision of quarterly reports on the implementation of the Waterfall Inquiry Report to the Minister for tabling in Parliament and for publication.
- establishing the Rail Safety Strategic Forum, comprising rail industry operators and unions, that meets quarterly on a broad range of strategic issues.
- preparation of public reports on transport service reliability including the Annual Transport Service Reliability Report, the Final Report on the Impact of Freight Incidents on CityRail Passenger Services, the annual survey of City Rail customers and a mini survey of CityRail customers on the impact of the September 2005 timetable.
- independent advice to the Government on RailCorp preparations for the introduction of the 2005 CityRail timetable.
- completion of the first stage of development of ITSRR's internal information and electronic data management systems which provide consolidated and accurate information to support delivery of ITSRR's regulatory activities.

challenges

In achieving our results, ITSRR faced some significant challenges, including:

- negotiating with the National Transport Commission and State and Territory jurisdictions to gain agreement on issues relating to the preparation of national model rail safety legislation.
- the broadening and deepening of the reliability agenda in the context of decisions by the Council of Australian Governments on urban congestion and freight.
- the completion of transport governance changes that commenced in January 2004, including the Australian Rail Track Corporation lease, vertical integration under RailCorp and the new role of the Ministry of Transport.
- modifying internal business processes to accommodate enhanced safety management system requirements.
- ensuring continued delivery of quality services during changes to Rail Safety Regulation Division's senior management team.

our future directions



Reiner Mangulabnan, Senior Audit and Compliance Officer, and Kevin Kitchen, Manager Audit and Accreditation, inspect the railway track at the Port Kembla Coal Terminal for compliance with safety standards.

ITSRR provides independent advice to the NSW Government on the reliability and sustainability of CityRail services and infrastructure.



ITSRR's future directions outlined below reflect our Corporate Plan priorities for 2006-07 framed against our results logic matrix outlined on page 9. These were developed as part of a comprehensive review of ITSRR's performance context and capabilities that underpinned the development of the Corporate Plan 2006-09.

A key driver for ITSRR in 2006-07 is continuing the pace of rail safety reforms at both State and national levels to maximise safety outcomes. This work includes implementation of agreed reforms, such as implementing the new accreditation requirements for rail operators and auditing against these, and ongoing contribution to further reforms, such as improving inter-operable communication systems and addressing fatigue management issues.

To ensure these safety reforms are realised, ITSRR has recognised in its future directions for 2006-07 the need to maintain ongoing liaison with both internal and external stakeholders. ITSRR also aims to ensure its internal business processes reflect better practice risk management standards and are aligned with the new legislative criteria.

program 1: rail safety regulation

- Target the following key issues with rail operators – proactive risk management; integration of safety management systems; infrastructure condition; change management programs; and fatigue management
- Implement new improved requirements for Safety Management Systems for NSW rail operators
- Support the NSW Government in introducing the national model legislation in NSW
- Progress remaining Waterfall Inquiry recommendations
- Ensure capture of compliance and enforcement business processes into the Corporate Management System and use by staff
- Further build high quality safety data (PRISM)
- Action proactive intervention strategies
- Develop risk profiling tools for the rail industry sectors.

program 2: strategic coordination across transport modes

- Continue to lead the identification and implementation of safety reforms across the transport modes of rail, bus and ferry services
- Scope and use consistent reporting frameworks for monitoring implementation of external investigations into NSW rail, bus and ferry accidents
- Scope and share information across regulators on industry safety and organisational performance indicators.



program 3: transport service reliability advice

- Increase the depth of advice in relation to:
 - above and below rail capacity on the RailCorp network;
 - the Country Rail Network;
 - bus performance; and
 - ferry performance
- Conduct research in Australia and overseas, focusing on predictive indicators of safety, asset standards, and procurement arrangements for funded transport services
- Document and utilise business processes in ITSRR's Corporate Management System.



program 4: corporate governance

- Full utility of ITSRR's Corporate Management System and supporting information databases in daily work practices
- Develop strategies to support performance improvement, including management training and team building
- Undertake compliance training on the new national requirements for ITSRR's authorised officers
- Improve internal audit and risk management capabilities across the organisation.

overview of ITSRR's leadership and divisions

ITSRR is led by its Chief Executive, Carolyn Walsh (B.Ec, GAICD). Carolyn has had extensive experience in the Commonwealth Government in policy development and program implementation in small business, regulation reform, sectoral policies (particularly in steel, automotive and wood and paper products), science and innovation.

In 2000 Carolyn joined the NSW Cabinet Office and moved to the Office of the Coordinator General of Rail in April 2001. In January 2004 Carolyn was appointed Chief Executive of ITSRR.

Carolyn leads and is supported by the Executive Management Team comprising four members – Mick Quinn, Natalie Pelham, Simon Foster and Paul Harris – whose backgrounds and responsibilities are outlined in the following sections. The corporate organisational chart below provides an overview of ITSRR's Executive Management Team and their Divisional responsibilities.

ITSRR's organisational chart (as at 30 June 2006)



ITSRR's operational divisions

The following outlines the management and role of ITSRR's four Divisions which are the:

1. **Rail Safety Regulation Division;**
2. **Transport Regulation Strategy Division;**
3. **Service Reliability Division; and**
4. **Corporate Services and Planning Division.**

1. rail safety regulation division

Divisional leadership

Michael Quinn (CSP, Dip OH&S) was appointed Executive Director of ITSRR's Rail Safety Regulation Division in January 2006. Mick has extensive experience in the development and implementation of safety management systems, operational risk management programs, safety auditing, and accident investigation. Prior to joining ITSRR, Mick was based in Dubai as the Senior Vice President - Group Safety for the Emirates Group, with responsibility for safety management programs across a broad range of the Group's international entities.

Division overview

The Rail Safety Regulation Division comprises approximately 40 staff (53% of all ITSRR staff).

The Division's primary product is the Rail Safety Regulation Program, with input into the Corporate Governance Program. For an outline of the Rail Safety Regulation Program results and activities, see page 20-44.

The Division regulates the safety of the NSW rail industry through the administration of the *Rail Safety Act 2002* and associated regulations and guidelines. The Act requires railway operators to be accredited by ITSRR. In order to obtain accreditation, an operator must have a suitable risk-based safety management system in place.

The Division accredits NSW rail operators and conducts periodic audits of railway operators' safety management systems. The Division also conducts inspections to determine if railway operations are being conducted safely and in accordance with accreditation requirements. Divisional officers also investigate rail incidents and accidents.

The Division provides input to policy and guidance for the rail industry, including to the national policy process. Specific rail safety projects are also undertaken.



ITSRR's Executive Management Team meets regularly to discuss corporate performance issues
[(from left, back row) Simon Foster (Executive Director Service Reliability), Mick Quinn (Executive Director Rail Safety Regulation), (front row) Natalie Pelham (Executive Director Transport Regulation Strategy), Carolyn Walsh, (Chief Executive) and (inset) Paul Harris (Director Corporate Services and Planning)].



Michael Quinn joined ITSRR as Executive Director of the Rail Safety Regulation Division in January 2006.

Senior Rail Safety officers Reiner Mangulabnan, Gil Elliot and Mark Buckley prepare for forthcoming audits and inspections of rail operators to ensure the new Safety Management System requirements are understood and progressively implemented





2. transport regulation strategy division

Divisional leadership

Natalie Pelham (BSc, MSocSc) is the Executive Director of the Transport Regulation Strategy Division and has been an Executive Director in ITSRR since 2004. Natalie has worked in safety regulation since 1994, including senior positions with WorkCover NSW. She recently submitted her thesis for a PhD in public health specialising in public policy (regulation) for workplace health and safety.

Division overview

The Transport Regulation Strategy Division comprises approximately 15 staff (20% of all ITSRR staff).

The Division delivers key aspects of the Rail Safety Regulation and Strategic Coordination across Transport Modes programs, with input to the Transport Reliability Advice Program as well as the Corporate Governance Program. For an outline of these Programs results, see pages 20-70.

The Division's primary functions are to deliver an effective legislative framework for rail safety regulation. Such services include policy development at State and national levels; provision of legal advice; and a broad range of communication activities including chairing the Rail Safety Strategic Forum, inter and intra-governmental relations and Ministerial liaison.

Another function for the Division is to review rail operator requests for reviews of ITSRR's decisions on accreditation requirements and the issue of notices. This provides an independent review mechanism within ITSRR given that accreditations and notices are issued by the Rail Safety Regulation Division.

The Division also plays a key role in coordination of work with other NSW transport safety regulators to promote consistent safety regulation across transport modes (rail, bus and ferry). It does this through its support for the Transport Regulators' Executive Committee.

Natalie Pelham, Executive Director of the Transport Regulation Strategy Division, has been part of ITSRR's Executive since its inception in 2004.

Regulatory policy officers Sue Kozianski (middle), Celia Murphy (right) and Michael Monaghan prepare policy papers relating to national and State rail safety reforms.



3. service reliability division

Divisional leadership

Simon Foster (Grad Dip Mgt, Land and Engineering Survey Drafting Certificate) brings over twenty-five years of technical and management experience in rail covering track, fleet, operations, stations and communications. He was appointed as ITSRR's Executive Director Service Reliability in April 2004.



Division overview

The Service Reliability Division of ITSRR comprises approximately 10 staff (13% of all ITSRR staff).

The Division leads the Transport Reliability Advice Program, with input to the Corporate Governance Program. The Division also supports the Rail Safety Regulation Program by its identification of reliability and sustainability matters that may be relevant to rail safety.

For an outline of the Transport Reliability Advice Program results and activities, see pages 49-54.

Reliability includes all aspects of transport service quality, not just on-time running. Issues can extend to matters such as customer satisfaction, overall measures of service quality, and freight-passenger interactions.

ITSRR's role on reliability includes identification of issues, analysis of policy implications and the provision of advice and reports. ITSRR does not set standards nor does it fund services. However, ITSRR does need to be consulted when changes are made to performance standards relating to CityRail, CountryLink or Sydney Ferries. At the time of writing, no such changes had been made.

The Division's primary functions are to monitor transport performance, provide advice to the Minister on service reliability issues, and prepare public reports and submissions on the performance of publicly funded transport services, including rail passenger rail services, rail infrastructure and bus and ferry services. The focus of the analysis undertaken is on the more substantial transport tasks, for example, metropolitan rail and bus services, at a system-wide level. The Act also allows the Minister to request expert advice from ITSRR on specific issues associated with reliability.

Simon Foster, Executive Director of the Service Reliability Division, leads a team of reliability reporting specialists.

Alex Petlevanny, Principal Reliability Analyst (left), and Simon Foster, Executive Director Service Reliability, conduct field research as part of their role in providing independent advice on publicly funded transport service reliability to the NSW Government.





4. corporate services and planning division

Divisional leadership

Paul Harris (BCom) joined ITSRR in January 2004. Prior to this appointment, he had extensive experience with State Rail in corporate human resource and business services management roles.

Division overview

The Corporate Services and Planning Division comprises approximately 11 staff (14% of all ITSRR staff).

The Division primarily contributes to the Corporate Governance Program, with the understanding that this provides the foundation for delivering the results and services of all corporate programs. For an outline of Corporate Governance Program's results, see pages 55-70.

The Division provides the administrative, financial, human resource, information technology, and corporate planning and reporting services required for ITSRR to operate effectively. It also undertakes record and document management and manages employee relations, including personnel policies, recruitment, industrial arrangements, and the learning and development function.

Paul Harris, Director of Corporate Services and Planning, oversees ITSRR's administrative, financial and corporate planning and reporting activities.

(From left) Rodney Redcliffe, Project Officer, Claudia Harrop, Administration Manager, Co Phan, Records Officer, and Priya Shunmugan, Administrative Officer ensure that business systems and procedures within ITSRR are used effectively and consistently.

