

# Queensland Rail

## Strategic Plan 2015 - 2019

<b>Our vision</b>	<b>Connecting communities and communities connecting</b>
<b>Our purpose</b>	To provide a safe, reliable, on-time, value for money and efficient rail service that benefits the community and supports industry.
<b>Our service promise</b>	Queensland Rail will focus on optimising service delivery and reducing costs to support possible passenger fare reductions and to grow rail access for freight, to underpin Queensland's economic growth and development.

### Our strategic objectives



#### PEOPLE

##### FOCUS:

**Improve safety outcomes and increase productivity**

##### We will:

- Implement key safety initiatives
- Re-align and improve the utilisation of people and resources
- Realise the benefits of simplified agreements and policies to achieve greater workforce flexibility
- Align leadership capability to drive organisational performance and employee engagement
- Simplify business governance, invest in technology and change legacy work practices



#### PROGRESS

##### FOCUS:

**Optimise operational expenditure and target capital investment**

##### We will:

- Implement initiatives to integrate end-to-end business processes to improve efficiency with a key focus on people and systems
- Reduce cost of rail to government through implementation of business improvement initiatives
- Focus on optimising operational expenditure with a strategic view
- Track Capital projects and manage execution to ensure effective delivery



#### PERFORMANCE

##### FOCUS:

**Sustain operational performance**

##### We will:

- Ensure safety and security of our operational activities through continued focus on signals passed at danger and implementation of Workforce Management System
- Achieve required levels of network and operational performance
- Conduct operational readiness for Moreton Bay Rail Link and New Generation Rollingstock
- Enhance customer satisfaction through safety, on time running, train presentation and improved communication during incidents
- Leverage our benchmarking partnerships to identify opportunities to further improve performance

### Our measures of success

- A safe workplace where no-one gets hurt
- Our people are engaged and resilient
- Improved productivity

- Optimised cost of service delivery to support patronage growth
- Targeted capital investment
- Optimised financial performance

- Reduced signals passed at danger
- Sustained on time running and service reliability
- Customer satisfaction is maintained
- Enhanced customer safety

### Our strategic risks and challenges

- **Safety of the network** – ensuring the safety of services and passengers always comes first and that rail operations and the community safely co-exist
- **Investment in asset renewals and network capacity** – ensuring sufficient infrastructure investment to maintain and grow the rail network
- **Cost control and efficiency measures** – delivering sustainable financial savings to provide better value for money for customers
- **Maintain appropriate levels of contracted service delivery performance** – delivering required levels of third-party access, maintenance, reliability, on-time running and customer service
- **Natural disasters and failures** – maintaining preparedness and managing service continuity during unforeseen disruptions
- **Growth in rail patronage and network utilisation** – ensuring growth in services and utilisation meets population and economic growth

### Our strategic opportunities

- Implementing innovative **funding models** to deliver major infrastructure enhancements
- Providing **more services, more often**, through investment in new rollingstock and network capacity enhancements
- Virtually eliminating key **safety** risks through investment in safety engineering controls
- Supporting **growth in major regional centres** through provision of long-distance **commuter access** and **supply chain optimisation**, and more efficient **freight paths**
- Continuing to **connect communities** through improved travel and tourist rail services for Queensland
- Providing true **Australian tourist rail experiences**
- Leveraging resource and freight demand for network access to ensure the **rail network is used to its fullest potential**
- Utilising technology to **enhance the customer experience**