

Queensland Rail

Strategic Plan 2016-2020

Our vision	Connecting communities and communities connecting
Our purpose	To provide a safe, reliable, on-time, value for money and efficient rail service that benefits the community and supports industry
Our service promise	Queensland Rail will maintain momentum to deliver enhanced performance whilst optimising operational costs, to support delivery of the Queensland government's ' <i>objectives for the community</i> ': Creating jobs and a diverse economy • Delivering quality frontline services Building safe, caring and connected communities • Protecting the environment

Our strategic objectives

PEOPLE



Performance through a safe, diverse and productive workforce

We will:

- Implement Enterprise Safety Strategy initiatives to foster a positive and progressive safety culture
- Develop comprehensive workforce plans to achieve greater workforce flexibility and utilisation
- Realign leadership capabilities to emergent business priorities, and support key talent development to strengthen enterprise leadership
- Review recruitment processes to encourage greater diversity, to deliver greater innovation, equity and talent, and to ensure our workforce better reflects the communities we serve

PROGRESS



Be the best we can be

We will:

- Implement business improvement initiatives to modernise services and business processes
- Optimise operational expenditure with a strategic view
- Realign Travel and Tourism product to better meet customer and stakeholder needs
- Review capital planning methodology to strengthen alignment to strategy and provide assurance that Queensland Rail is investing in the right things at the right time for the right result
- Take a holistic approach to asset management that delivers cost-effective and efficient maintenance planning – *One Asset, One Plan, One Team*
- Grow rail's share of the freight market through targeted capital investment in the regional network, increased business development activities and commercial contract management practices

PERFORMANCE



Maintain momentum in implementing a best practice modern railway

We will:

- Seamlessly integrate Moreton Bay Rail Link and New Generation Rollingstock into the Citytrain service model
- Achieve required levels of network and operational performance
- Ensure safety and security of our operational activities through continued focus on Signals Passed at Danger and implementation of the Workforce Management System
- Maintain 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 and service delivery
- Implement Automatic Train Protection (ATP) at strategic locations across the network in line with government priorities

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
- Targeted capital investment
- Optimised financial performance
- Reduced Signals Passed at Danger
- Sustained on time running and service reliability
- Customer satisfaction is maintained
- Customers feel safe

Corporate risks

People	Failure to safeguard our workforce Failure to prevent a major avoidable event e.g. collision Inadequate management of interface between infrastructure and environment Failure to optimise asset management and project investment
Progress	Critical resources not available to deliver baseline programs Failure to innovate to deliver strategic outcomes
Performance	Reputational damage affects our ability to secure investment or attract new business Failure to achieve capacity or performance obligations Failure to recover from a disruptive event within acceptable time scales Failure to comply with regulatory requirements

Opportunities

- Virtually eliminating key safety risks through **investment in safety engineering controls** (eg. ATP)
- Providing **more services, more often**, through investment in new rollingstock and network capacity enhancements
- Supporting **sustainable regional centres** through provision of long-distance **commuter access** and **supply chain optimisation**
- **Connecting communities** through improved travel and tourist rail services for Queensland
- Leveraging resource and freight demand for network access to deliver **improved economic, environmental and community outcomes** for Queensland
- Utilising technology to **enhance the customer experience**