

## Vision and purpose

**Connecting communities through a modern, world-class rail service**

Queensland Rail's purpose is to provide a safe, reliable, on-time, value for money and customer focused rail service that benefits the community, supports industry and is integrated with the public transport system.

## Key corporate risks

- Failure to safeguard Queensland Rail's workforce.
- Failure to prevent a major avoidable event e.g. collision.
- Inadequate management of the interface between infrastructure and environment.
- Failure to achieve capacity or performance obligations.
- Failure to recover from a disruptive event within acceptable timescales.
- Failure to optimise asset management and project investment.
- Critical resources not available to deliver baseline programs.
- Failure to innovate to deliver strategic outcomes.
- Reputational damage affects ability to secure investment or attract new business.
- Failure to comply with regulatory requirements.
- Failure to properly implement the Commission of Inquiry recommendations.

## Key result areas

- Effective delivery of the Commission of Inquiry recommendations including a robust cultural change program.
- Reduction in unscheduled absenteeism (days per full time equivalent).
- Continued improvement in total recordable injury frequency rate.
- Continued reduction in reducing safeworking breaches.
- Reduction in signals passed at danger per million train kilometres (operator).
- Trend decline in major customer injuries per million passenger journeys.
- Improvement in capital plan scheduling and delivery of capital program.
- Maintain capital expenditure to deliver Queensland Rail's strategic objectives.
- Reduced operational cost per revenue train kilometre – SEQ Above Rail.
- Maintain operational cost per revenue train kilometre – SEQ Below Rail.
- Sustainable on-time running – Citytrain 24/7 (adjusted for force majeure).
- Maintain reliability – Citytrain 24/7 (adjusted for force majeure).
- Improve customer satisfaction – Citytrain.
- Improve customer satisfaction – Traveltrain.
- Contained operational cost per thousand gross tonne kilometres – Regional.

## Response and Recovery Program

Queensland Rail has accepted all 31 recommendations assigned to the organisation from the 2017 *Queensland Rail Train Crewing Practices Commission of Inquiry (the Strachan Report)*.

### **Stabilise. Recover. Transform.**

#### Stabilising operations

Restore Citytrain services to a sustainable level through:

- **Timetable review** – review the current timetable to determine the sustainability of service levels and identify contingency options, if required.
- **Forecasting** – develop a comprehensive **rolling** five-year forecasting model for train crew supply and demand.
- **Customer service** – deliver improved amenities, appoint customer service champions and improve customer communications.
- **Train crew management plan** – introduce a rolling eight-week train crew management plan to provide a forward view of staff availability.

#### Organisational recovery

Deliver organisational recovery with a focus on operations and governance through:

- **Operations** – improve and accelerate processes and practices for the recruitment and training of train crew.
- **Reporting and communication\*** – clarify, streamline and strengthen reporting framework and communication processes.
- **Governance\*** – review and clarify reporting practices between Queensland Rail and Government.
- **Oversight and assurance\*** – the Citytrain Response Unit will oversee the implementation of the Strachan Report recommendations and customer commitments and provide assurance to Government and the people of Queensland.

#### Transformation

Drive cultural change and deliver a more closely integrated public transport structure for Queensland through:

- **Culture\*** – develop a multi-year action plan to drive a culture of transparency, proactivity and where the customer is first; employees are prepared to speak up and raise issues.
- **Major project delivery\*** – confirm accountability for delivery of major capital projects and significant timetable changes reside with the Department of Transport and Main Roads.
- **Whole-of-business review\*** – conduct a review to identify other areas of the business which have systemic issues and are at risk of failing.
- **Structural reform\*** – undertake reviews into the governance, legislative framework and structure for passenger rail service delivery in Queensland with a focus on delivering a customer first approach.

#### Delivering for Customers

Deliver a world class rail service where the customer is first, through:

- **Excellence in customer service** – commuter catch-ups, appointment of Chief Customer Service Officer, strengthened Customer Charter, customer ambassadors, timely and better information to customers, investigating the extension of the Queensland Government's open data program\*
- **Provide cleaner, safer trains and stations** – Citytrain station refreshes and improvements to customer amenity, roll out of bin blitz, return of bins to selected inner-city stations, safe access to New Generation Rollingstock.

\*Queensland Rail will work collaboratively with the Citytrain Response Unit and other stakeholders to deliver or support delivery of these actions.

## Citytrain

Queensland Rail will:

- implement ongoing employee, contractor and customer safety programs to reduce the risk of injury
- deliver operational readiness for the introduction of 75 new six-car New Generation Rollingstock (NGR) trains and progressively retire the older fleet
- complete the Coomera to Helensvale track duplication
- deliver operational readiness for the Gold Coast 2018 Commonwealth Games
- progressively introduce European Train Control System (ETCS) across the inner city section of the SEQ network
- design new, modern stations to better connect trains with customers
- redevelop Central Station, deliver accessibility enhancements at selected SEQ stations and work with Government to identify appropriate sites for consideration as transit-oriented developments
- continue close relationships with advocacy groups in the disability and aged care sectors to support equivalent access
- support Government in planning for Cross River Rail and other rail related programs.

## Travel and Tourism

Queensland Rail will:

- complete a strategic review of the Travel and Tourism product, including fleet replacement options, on-board service enhancements and station and infrastructure improvements and then implement the agreed plan
- continue to engage with regional communities, tourism bodies and industry groups to explore sustainable options for improving services
- implement new travel benchmarking partnerships to generate ideas and uncover opportunities to improve performance

## Regional Network and Freight

Queensland Rail will:

- focus on preventative asset maintenance regimes and practices facilitated through a modern asset management system
- undertake infrastructure enhancements, including timber bridge replacements, a major upgrade of the Toowoomba Range and slope stabilisation on the Kuranda Range
- support all levels of Government in planning for Inland Rail
- continue to work with supply chain partners to identify and implement opportunities to maintain and grow rail freight in Queensland.