

Queensland Rail Strategic Plan FY2022-26








Our purpose

Connecting communities.

Our vision

World-class rail services for our customers.

To achieve our purpose and vision we are:

 Safe	 Efficient and sustainable	 Reliable	 Valued by customers	 Supporting communities
<p>At Queensland Rail, safety comes first always. We keep our people, customers and communities safe, with a focus on injury and Signal Passed At Danger rates, and safeworking breaches.</p>	<p>We will optimise our planning, investment, delivery and unit cost of operation to sustainably grow capacity to meet future demand.</p>	<p>Customers, businesses and communities want and expect a reliable service – a service that is resilient to both planned and unplanned events. On-Time Running is a core focus.</p>	<p>Our customers are passengers and rail freight operators. We adapt to exceed expectations, now and into the future.</p>	<p>We contribute, directly and indirectly, to economic development as well as social benefits across Queensland communities.</p>

Queensland Rail's Human Rights declaration: We will respect, protect and promote human rights in our decision making and actions.

We measure our success through:

<ul style="list-style-type: none"> • Improve safety outcomes for customers*, employees* and contractors. 	<ul style="list-style-type: none"> • Improve operational cost per revenue train kilometre* and per passenger kilometre • Improve operational cost* • Improve employee engagement reflected by reduced *absenteeism • Demonstrate project delivery excellence and discipline*. 	<ul style="list-style-type: none"> • Sustain On-Time Running and reliability*. 	<ul style="list-style-type: none"> • Improve customer satisfaction*. 	<ul style="list-style-type: none"> • Invest in Queensland communities through the Capital Program* • Grow patronage in the long-term (post COVID-19 recovery).
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*Operational Plan Performance Agreement Indicators

Our priorities are:

- Implementing the **European Train Control System (ETCS)** on critical parts of our network
- Implementing targeted **Safety and Risk Plans** to improve safety performance
- Continuing to implement a co-ordinated and comprehensive **COVID-19 response plan**
- Continuing to improve our capacity planning capability through the **Enterprise Integrated Operating Plan**
- Continuing to optimise efficiencies from our **Lines of Business Operating Model** and drive a **purpose-led culture**
- Implementing **sustainable asset management practices**
- Continuing to connect with **community and advocacy groups** in advancing towards our vision
- Investing in **our people** to ensure they are capable, connected and engaged
- Renewing our **digital environment** and capability to drive innovation in service quality and efficiency
- Implementing strategic **rollingstock replacement and maintenance** programs
- Continuing to apply **robust audit and assurance programs** that drive ongoing business improvement and learning
- Improving our **passenger customers' experience** through enhanced accessibility, timely information and exceptional customer service
- Targeting **growth in rail freight** in Queensland
- Working with stakeholders and the community to support **delivery of the Cross River Rail, Inland Rail** and other State strategic or transport priority projects.

Our strategy helps us better manage our key risks and opportunities:

- Safeguard our people, customers and the environment
- Prevent and recover from disruptive events
- Ensure adequate management of interfaces
- Achieve stakeholder and customer service standards and expectations
- Comply with regulatory requirements
- Innovate and develop
- Capability and capacity to deliver and grow our services
- Optimise asset management and investment.