

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

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.



Efficient and sustainable

We will optimise our planning, investment, delivery and unit cost of operation to sustainably grow capacity to meet future demand.



Reliable

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.



Valued by customers

Our customers are passengers and rail freight operators. We adapt to exceed expectations, now and into the future.



Supporting communities

We contribute, directly and indirectly, to economic development as well as social benefits across Queensland communities.

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:

- Improve safety outcomes for customers*, employees* and contractors.

- 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*.

- Sustain On-Time Running and reliability*.

- Improve customer satisfaction*.

- Invest in Queensland communities through the Capital Program*
- Grow patronage in the long-term (post COVID-19 recovery).

*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.