

Queensland Rail Strategic Plan FY24-28



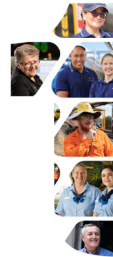
Our purpose

Connecting communities

Our vision

World-class rail services for our customers

Our values



1 Queensland Rail We do better together

Treat others with respect We appreciate everyone's contributions and differences

Empower our people We have confidence in our people

Act safely We work safe, to go home safe

Make a positive difference We learn from today, to improve tomorrow

Our business aspirations

South East Queensland (SEQ)

Australia's best rail operator providing safe and reliable customer-focused services for the SEQ community

Regional

Connecting and growing regional communities through travel and tourism, and more freight on rail

Enabling

Simple, automated and data-driven services that are necessary to deliver SEQ and Regional services

Our strategic context

- Patronage set to increase, with customers expecting a digital, accessible and seamless experience.
- Integrating over \$20 billion in new assets across the next decade while maintaining safety and reliability of existing assets.
- The challenge of developing and maintaining the right capabilities within our workforce in an increasingly complex and competitive environment.
- Preventing and recovering from disruptive events (operational, environmental and security).
- Managing macroeconomic pressures including inflation and supply chain disruptions.

Our priorities

- Run our network efficiently, increase asset utilisation and improve customer service levels while maintaining safety as the highest priority.
- Prepare for the significant operational changes that new assets, including Cross River Rail, will require, enabling us to meet customer needs into the future.
- Support our people to ensure they are connected, capable, engaged and ready for growth.
- Relentlessly simplify processes so that we can spend more time meeting the needs of our customers.
- Accelerate digitalisation and automation of services to enhance the customer experience and improve efficiency.

Our initiatives | We will deliver our priorities through eight strategic initiatives:



Safe

Operational safety

Safety improvement programs to drive continuous risk reduction and improved safety outcomes for customers and employees.

Digital security

Improve digital security and promote positive security behaviours through employee education programs and improved response times.



People

Build the future workforce

Prepare the workforce for the increase in scale and complexity of operations – enhance retention, training and upskilling.

Employee engagement

Build a proud, inclusive and respectful team that is engaged, empowered, and actively supports diversity and innovation.



Efficient and sustainable

Simplify the business

Simplify governance, business processes, and how we work to make doing day-to-day business easier.

Integrated planning

An outcomes-driven planning framework that allows effective prioritisation to achieve the performance targets set.



Customers

Lift operational performance

Get more out of available and reliable assets and improve service levels to meet customer expectations.

Scale the network

Seamlessly integrate new assets with a step-change improvement in asset management to support all parts of our network (new and old) and future customer demand.

Our goals and performance

Safety comes first, always

- Improve customer and employee safety outcomes

Queensland Rail is the place to be

- Promote a high performance culture
- Increase employee engagement and retention
- Foster a diverse and inclusive environment

Financially and environmentally sustainable

- Drive commercial revenue
- Deliver operating cost efficiencies
- Reduce emissions

Transform our customers' experience

- Sustain on-time running and reliability
- Increase customer satisfaction
- Grow our customer patronage



Supporting communities | We support the government's objectives for the community:



Good jobs: Good, secure jobs in our traditional and emerging industries



Better services: Deliver even better services right across Queensland



Great lifestyle: Protect and enhance our Queensland lifestyle as we grow

Supporting jobs and investing in skills

Queensland Rail is investing in its people through training, apprenticeships and graduate programs to develop a capable workforce prepared for the future.

Backing our frontline services

Queensland Rail is transforming the customer experience in rail transport with new and upgraded stations, improving operational performance and providing world-class customer service.

Connecting Regional Queensland

Queensland Rail aims to increase freight volumes, and continues to provide long distance passengers services connecting and driving economic prosperity.

Protecting the environment

Queensland Rail's Energy & Emissions Strategy will deliver responsible management of environmental impacts and support the broader credentials of rail transport.

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