

# Queensland Rail FY25-29 Strategic Plan

We work together as **1TEAM**, to achieve **1Plan**.

## Our purpose

Connecting communities.

## Our vision

World-class rail services for our customers.

## Our values

We work together as 1TEAM.

### 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.

## Human rights declaration

We will respect, protect and promote human rights in our decision making and actions.

## Our service offering



**Metro travel\***  
connecting south-east  
Queenslanders



**Regional travel**  
connecting regional  
communities



**Regional tourism**  
showcasing unique  
Queensland experiences



**Freight access**  
access for vital freight  
and goods



**Non-freight access^**  
sharing our history  
and heritage



**Commercial offering^**  
the value we offer

\*Metro Travel previously known as Citytrain or SEQ passenger services.

^Product name not yet confirmed.

## Our strategic priorities



Operating  
safely



Engaging our  
employees



Building the  
future workforce



Simplifying our  
business



Lifting  
operational  
performance



Integrating  
our planning



Scaling the  
network



Advancing  
our digital  
capabilities

These are being delivered differently through  
our transformation program — Ready for Growth.

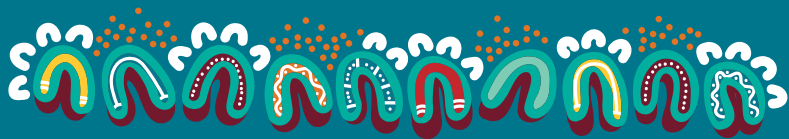
Queensland Rail supports the Queensland Government's objectives for the community:

**Safety where you live. A better lifestyle through a stronger economy.**

**Health services when you need them. A plan for Queensland's future.**

## Our strategic risks and opportunities

- Providing accessible environments that are both physically and psychosocially safe for all.
- Providing a diverse and inclusive workplace.
- Maintaining efficient and sustainable operations.
- Implementing transformational change projects and technological advancements.
- Understanding our customers' experience and expectations.
- Positively impacting our communities.



## Acknowledgement of Traditional Owners and Elders

We are proud to play a role in connecting communities, and we do so with the utmost respect for the land we traverse and its Traditional Owners and Elders. We acknowledge that reconciliation is an ongoing journey and we are committed to walking it together, step by step.

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## Our strategic priorities

### Safe



#### Operating safely

Driving continuous risk reduction and improved safety and security outcomes for customers and employees through safety improvement programs and maturing our cyber resilience.

### Customer



#### Lifting operational performance

Getting more out of available and reliable assets and improving service levels to meet customer expectations.



#### Scaling the network

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

### People



#### Engaging our employees

Building a proud, inclusive and respectful team that is engaged, empowered, and actively supports diversity and inclusion.



#### Building the future workforce

Preparing the workforce for the increase in scale and complexity of operations — enhancing retention, training and upskilling.

### Efficient and sustainable



#### Simplifying our business

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



#### Integrating our planning

Implementing an outcomes-driven planning framework that allows effective prioritisation to achieve set performance targets.



#### Advancing our digital capabilities

Uplifting foundational digital and data capabilities to underpin business strategic objectives.

### Supporting Government's objectives for the community

In collaboration with other government agencies, Queensland Rail contributes to the achievement of Government's objectives for the community of **Safety where you live, A better lifestyle through a stronger economy, Health services when you need them and a plan for Queensland's future**. Our strongest contributions are demonstrated through our products and service offerings in the following ways:

#### Safety where you live

- Partnering with Queensland Police Service and other security providers to operate safe and secure transport services
- Preventing public harm through safe and reliable infrastructure and protected rail corridors

#### A better lifestyle through a stronger economy

- Operating safe, reliable and affordable public transport for Queenslanders
- Improving accessibility at stations and onboard trains
- Supporting tourism through unique rail experiences
- Growing more freight on rail across Queensland
- Generating revenue through commercial activities

#### A plan for Queensland's future

- Delivering and supporting major rail infrastructure projects
- Supporting world-class transport infrastructure and solutions for the 2032 Brisbane and Paralympic Games
- Protecting the environment

## Our outcomes

- ✓ Improve customer and employee safety outcomes
- ✓ Sustain On-Time Running and Reliability
- ✓ Sustain customer satisfaction
- ✓ Grow patronage
- ✓ Promote a high-performance culture
- ✓ Increase employee engagement and retention
- ✓ Foster a diverse and inclusive environment
- ✓ Drive commercial revenue
- ✓ Deliver operating cost efficiencies
- ✓ Deliver effective and timely strategic digital requirements
- ✓ Reduce total emissions



This document features artwork elements extracted from 'Travelling Tracks' (left) produced for Queensland Rail by indigenous artist Casey Coolwell-Fisher, a Nunkul woman from Quandamooka Country and owner of Chaboo. The top image on page 1 represents communities through connecting lines and circles. Aboriginal people are represented by the many dots, alongside their Songlines and walking tracks that span Queensland. The bottom image on page 1 represents Queensland Rail community and customers. The top image of this page is a wood texture element used to symbolise growth throughout communities across Queensland.