

# Queensland Rail Strategic Plan FY24-28



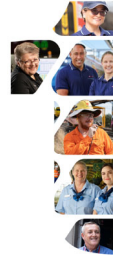
## Our purpose

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.