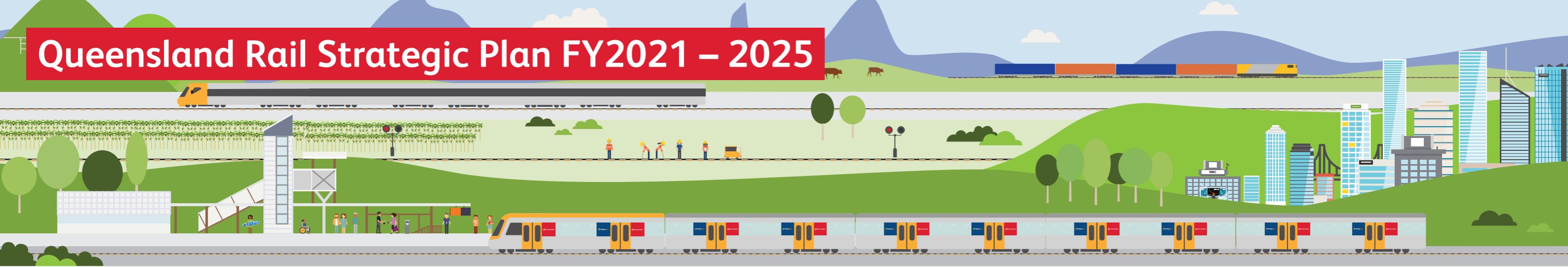


Queensland Rail Strategic Plan FY2021 – 2025



VISION

Connecting communities through a modern, world-class rail service.

PURPOSE

To provide a rail service that is: safe, customer-focused, reliable, on-time, integrated with the public transport system and benefits the community, supports industry, demonstrates value for money.



AN EXCELLENT CUSTOMER EXPERIENCE

Our objectives

- Deliver safe journeys for all
- Enhance our customer focus
- Set the benchmark in customer experience

Our commitments

- We deliver sustained services that meet demand.
- We provide a connected customer experience.
- We get our customers safely to their destination on time.
- We lift our customer experience by building our peoples' capability in customer service.
- We invest in safe, reliable infrastructure and technology across Queensland to ensure resilience and responsiveness in our service delivery.
- We attract new customers by consistently performing well.
- We grow freight on rail by improving access options and working with our supply chain partners.

Measured by

- Sustained On-Time Running and Reliability*.
- Improved customer satisfaction*.
- Improved customer safety outcomes*.
- Improved customer advocacy (Net Promoter Score).
- Growth in patronage.



CAPABLE PEOPLE READY FOR THE FUTURE

Our objectives

- Ensure a safe workplace for all
- Focus on the right things at the right time
- Build a customer-focused, efficient, and productive workforce

Our commitments

- We work as one team to achieve our goals.
- We take responsibility for the things we do, and accountability for the outcomes we achieve.
- We strengthen our resilience and our ability to adapt to change, and our discipline in planning for the future.
- We get ready for Cross River Rail (CRR) and the introduction of the European Train Control System (ETCS) by aligning our lines of business and strengthening our core capabilities.
- We will invest in our leaders and people to support transformation.
- We empower our people to challenge the way we work and continuously improve our services.

Measured by

- Improved employee safety outcomes*.
- Improved employee engagement reflected by reduced absenteeism*.
- Leadership that enables improved performance and leads through change.



CREATING VALUE FOR OUR STAKEHOLDERS

Our objectives

- Act as one socially-responsible rail community
- Deliver improved transport outcomes
- Improve efficiency
- Drive commercial and financial excellence

Our commitments

- We come together as one rail community to implement the operational readiness for CRR, ETCS, the Rail Network Strategy, and Inland Rail.
- We collaborate with the Department of Transport and Main Roads and other agencies to deliver better customer experiences and integrated transport outcomes across South East Queensland and regional Queensland.
- We make thoughtful and deliberate decisions based on data and insights to implement best practice solutions.
- We spend wisely, invest smartly and apply strong financial discipline to deliver value for money customer outcomes.
- We optimise our Regional Business Line service offerings to lift our customer experience and increase revenue.
- We integrate our strategic and operational planning to understand and plan for the future.
- We connect with our customers and community in a purposeful, inclusive way.

Measured by

- Demonstrated project delivery excellence and discipline*.
- Improved operational cost per revenue train kilometres*.
- Improved operational cost per thousand gross tonne kilometres*.

*Performance Agreement Indicators

Queensland Rail Strategic Plan FY2021 – 2025



OPERATIONAL EXCELLENCE

Excellence in operations underpins the success of Queensland Rail's strategy.

In support of its strategy, Queensland Rail has set operational excellence goals that focus on sustaining operational performance for customers, building stronger stakeholder relationships, disciplined financial management and preparing for the future.

Safety and Operational Performance

- Sustain safe, reliable and on-time performance.
- Ensure services are delivered with the customer in mind.

Stakeholder Collaboration

- Continue to collaborate across Government and the community to deliver better public transport outcomes.
- Provide rail expertise in support of Government strategy and in implementing major transport projects.

Financial Discipline

- Financial management is a core capability.
- Contain costs through efficient operations.

Future Planning

- Future proof operations through an integrated operating plan.
- Adapt our strategies and plans to meet the future needs of Queenslanders.

KEY CORPORATE RISKS

- Safeguard our workforce to prevent single and/or multiple fatalities to Queensland Rail employees and contractors.
- Manage the railway infrastructure to prevent a major avoidable event (for example collision or derailment).
- Manage the interfaces between the public, passengers, trains and railway infrastructure to ensure positive safety and environmental outcomes for the public and shareholders.
- Achieve passenger, train, and freight operator capacity and performance expectations.
- Recover the infrastructure from a disruptive event (catastrophic asset failure, cyber-attack, extreme acts of weather) within acceptable timescales.
- Comply with Queensland Rail's regulatory requirements.
- Innovate and develop business requirements to deliver strategic outcomes effectively and efficiently.
- Ensure critical resources (people, plant, or materials) are available to support the delivery of baseline programs or additionally remitted work.
- Optimise asset management and major project investment.