

# Queensland Rail Strategic Plan FY2023–27



**Our purpose:** Connecting communities.

**Our vision:** World-class rail services for our customers.

**We aim to achieve these performance outcomes in support of our purpose and vision:**

## 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 plan, invest and deliver in an efficient and sustainable manner, balancing social, environment and economic outcomes while growing capacity and delivering value.

## Reliable

Customers, businesses and communities want and expect a reliable service — a service that is resilient to both planned and unplanned events, and a changing climate. Reliability 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 the social and economic development of Queensland communities. We value engagement and partnerships.

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

**In FY2023, we will focus on these priorities in support of our target performance outcomes:**



Growing our safety leadership capability and strengthening our safety programs to keep our people, customers and communities safe, always.



Anticipating and responding to customers' needs by delivering world-class customer service, better infrastructure and new digital technologies.



Investing in our people to ensure they are capable, connected and engaged, ready for the future.



Sustainably and efficiently managing our assets, delivering our services, and managing major projects, to support future growth.



Integrating our planning and modernising our asset management practices and ways of working, to provide optimised operations and rail capacity that meets demand, now and into the future.

## We measure our success through:

### Safe

- Improving safety outcomes for customers, employees and contractors.

### Efficient and sustainable

- Improving operational cost per revenue train kilometre.
- Improving operational cost.
- Improving employee engagement.
- Demonstrating project delivery excellence and discipline.
- Targeting net zero emissions.

### Reliable

- Sustaining On-Time Running and reliability.









### Valued by customers

- Improving customer satisfaction.


### Supporting communities

- Supporting Queensland communities through the 10-year Investment Program.
- Growing patronage in the long-term (post COVID-19 recovery).

## Our strategy helps us to better manage our key risks and opportunities:

-  Safeguard our people, customers and the environment
-  Prevent and recover from disruptive events
-  Achieve stakeholder and customer service standards and expectations
-  Comply with regulatory requirements
-  Build capability and capacity to deliver and grow our services and our people
-  Optimise asset management and investment
-  Plan for and respond to climate change
-  Secure financial sustainability

## We support the Queensland Government's objectives for the community:

-  **Good jobs:** Good, secure jobs in our traditional and emerging industries
-  **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.
-  **Better services:** Deliver even better services right across Queensland
-  **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.
-  **Great lifestyle:** Protect and enhance our Queensland lifestyle as we grow
-  **Protecting the environment:** Queensland Rail's Energy & Emissions Strategy will deliver responsible management of environment impacts and support the broader credentials of rail transport.
-  **Growing our regions:** Queensland Rail aims to increase freight volumes throughout the state to drive sustainable economic prosperity. Queensland Rail plays a vital role in connecting regional communities with its long distance services.