

Fixing the trains

High-level implementation plan

March 2017



Fixing the trains

An action plan to get Queensland's rail services back on track.

For commuters from Gympie North to the Gold Coast, the Citytrain network is the backbone of South East Queensland's public transport network.

That's why we have a plan to fix our trains and give passengers the service standards they deserve.

As Minister for Transport I'm committed to putting customers first and fixing our trains. To do this we will implement all 36 recommendations in the Strachan Report in full.

But we won't stop there.

In the first 100 days as Minister for Transport my first focus will be on improving Citytrain services for customers.

This is our action plan to modernise Queensland Rail to make it more customer-focused, and to ensure we are doing everything we can to deliver a sustainable timetable and provide a world-class rail service for Queenslanders.



A stylized, handwritten signature in white ink, appearing to read 'Jackie Trad'.

Jackie Trad
Deputy Premier
and Minister for Transport





Transforming rail

The Queensland Government is committed to transforming rail in Queensland. This is not something that can be done overnight—it will take time to make sure we get it right.

While we are making progress on implementing the Strachan Report recommendations, there is still a long way to go. We are not looking for a band-aid solution.

We have established the Citytrain Response Unit to work with Queensland Rail and the Department of Transport and Main Roads and oversee the implementation of all 36 recommendations. The Citytrain Response Unit has also been tasked with overseeing the implementation of the additional commitments to our customers.

This comprehensive transformation plan supercedes the five-point plan announced in October 2016.

Our priorities

Queensland Rail, the Department of Transport and Main Roads and the Citytrain Response Unit have mobilised a significant and coordinated transformation program being delivered in three phases: **stabilise**, **recover** and **transform**.

Phase 1: stabilising operations

The first step is for Queensland Rail to stabilise operations, restore Citytrain services to a sustainable level, and regain customer and stakeholder confidence. There are four main initiatives to achieve this:

- 1. Timetable review**—review of the current timetable is underway to determine the sustainability of service levels and identify contingency options. Queensland Rail is developing plans to address upcoming critical periods, including the Easter holiday period in 2017, the introduction of the New Generation Rollingstock and the Gold Coast Commonwealth Games in 2018.
- 2. Forecasting**—develop a comprehensive five-year forecasting model for train crew supply and demand to ensure Queensland Rail understands and can plan for the levels of train crew needed to meet future service requirements.
- 3. Customer service**—deliver improved amenity, appointing customer service champions within Queensland Rail and improving communication with customers to create a customer-first culture.
- 4. Train crew management plan**—introduce a rolling eight-week train crew management plan to provide a forward view of staff availability. This will be supported by improved leave management processes.



Phase 2: organisational recovery

The second step is for Queensland Rail to recover the organisation and lay the foundation for a broader transformation program. This phase will be delivered in four main components:

1. **Recruitment and training**—focus on improving and accelerating processes and practices for recruiting and training train crew. This will include recruiting already qualified drivers and working with employee groups to boost train crew productivity.
2. **Reporting and communication**—clarify, streamline and strengthen reporting frameworks and communication processes within Queensland Rail to ensure timely and accurate information is shared with executive management and government stakeholders.
3. **Governance**—review and clarify reporting practices between Queensland Rail and Government. Achieving this clarity will ensure effective channels for communication and decision making to assist in the recovery and transformation of rail service delivery.
4. **Oversight and assurance**—the Citytrain Response Unit will oversee the implementation of the Strachan Report recommendations and customer commitments, and provide assurance to the Government and the people of Queensland that the appropriate steps are being taken to stabilise, recover and transform rail in Queensland.

Phase 3: transforming rail

The activities we will undertake in the transformation phase will drive cultural changes within Queensland Rail and deliver a more integrated public transport structure for Queensland. The transformation phase will be delivered through four key initiatives:

1. **Culture**—develop and execute a multi-year action plan for Queensland Rail to drive a culture of transparency, proactivity and excellence in customer service supporting the organisation to deliver a world class, modern railway.
2. **Major project delivery**—confirm that accountability for the delivery of major capital projects and significant timetable changes will reside with the Department of Transport and Main Roads to ensure a network-wide approach to major project delivery and allow Queensland Rail to maintain focus on operational readiness.
3. **Whole-of-business review**—undertake a whole-of-business review of Queensland Rail to identify any other areas of the business which may have systemic issues and may be at risk of failing. The Citytrain Response Unit will work with Queensland Rail to undertake this review and ensure the effective delivery of rail services in the future.
4. **Structural reform**—undertake reviews into the governance, legislative framework and structure for passenger rail service delivery in Queensland. The Citytrain Response Unit will recommend and oversee the implementation of a closely integrated public transport service, with the focus on delivering a customer-first approach across the public transport network.

Delivering for Customers

We have a plan to put Queensland Rail back on track to deliver better services.

The Queensland Government understands what commuters expect from their Citytrain service. The message has come through loud and clear. Commuters want, and deserve:

- a reliable and on-time rail service
- excellent customer service
- cleaner, safer trains and stations.

We are committed to delivering this for the commuters of South East Queensland. We will drive Queensland Rail to modernise and adopt best practice when it comes to recruitment, training, rail operations and customer service.

The Strachan Report made 36 recommendations focussed on restoring the reliability and level of rail services the commuters of Queensland deserve. We will make sure each and every one of them is implemented in full.

Not only are we going to drive the implementation of the Strachan Report recommendations, we are going to go further.

We will hold Queensland Rail accountable for transforming the way it does business to deliver a world-class commuter rail service.

Restore reliable and on-time rail services

In the first 100 days, we will:

- accelerate the recruitment of drivers and guards
- hire new support staff to help our drivers and guards focus on operating rail services and taking care of our customers
- investigate alternate options to fast-track training.

Deliver excellence in customer service

In the first 100 days, we will:

- establish Commuter Catch-ups as a forum for customers to provide feedback directly to Government and Queensland Rail
- direct Queensland Rail to appoint a Chief Customer Service Officer, reporting to the Chief Executive Officer, to drive a customer-focussed culture across the organisation
- empower station managers to become customer ambassadors and lead a customer-first culture at their stations
- strengthen Queensland Rail's Customer Charter with genuine customer commitments and performance measures, informed by feedback from Commuter Catch-ups
- work to deliver more timely and better quality information to customers—through all channels including the Queensland Rail and TransLink apps, traditional and social media, and on station platforms and trains—to enable them to make informed decisions about their journey
- investigate extending the Queensland Government's open data program to allow entrepreneurs, developers and researchers to create new, innovative products and services to benefit our customers and help hold Queensland Rail accountable for its performance.





Provide cleaner, safer trains and stations

In the first 100 days, we will:

- commence an assessment of all stations on the Citytrain network to determine which stations need an immediate refresh and improved customer amenity
- roll out a bin blitz and return suitable bins to inner-city stations between Toowong, South Brisbane and Bowen Hills to help make our stations cleaner
- continue to resolve issues with the New Generation Rollingstock to ensure our customers have safe access to these new modern trains as soon as possible.

Achievements in the first 30 days

We have made significant progress on the transformation program in the first 30 days following the release of the Strachan Report.

The Government has:

- committed to implementing all 36 Strachan Report recommendations
- appointed a new Chair of the Queensland Rail Board
- established the Citytrain Response Unit
- committed to a 100 day action plan to improve rail services for customers.

Queensland Rail has:

- commenced new driver and guard training schools, with a total of 65 new train crew currently in training—these are the largest ever classes run by Queensland Rail
- mobilised a comprehensive transformation program, led by the Acting Chief Executive Officer
- stabilised Citytrain service reliability, with less than 1 per cent of cancellations in February 2017 attributable to train crewing issues
- introduced a dedicated General Manager for Train Service Delivery
- brought new talent into operations and train crew management teams
- undertaken external recruitment for drivers with Queensland Rail experience
- progressed the new workforce management system to the final stages of testing—this is already delivering insights around optimising shift plans and rosters
- engaged with employee groups to improve train crew productivity and system efficiency
- developed a five-year rolling demand and supply forecast for drivers and guards
- elevated the General Manager for Safety, Assurance and Environment to the Executive Leadership Team.

The Department of Transport and Main Roads has:

- established a Strategic Rail Project Office to implement recommendations 32 to 34 from the Strachan Report
- prepared implementation plans to comprehensively address recommendations 32 to 34
- commenced developing new reporting frameworks and protocols between Queensland Rail and its Responsible Ministers.

The Citytrain Response Unit has:

- prepared an implementation plan to address Strachan Inquiry recommendations 35 and 36
- established a Consultative Committee, with Queensland Rail and the Department of Transport and Main Roads
- developed an approach for monitoring and reporting on the implementation of the Strachan Inquiry recommendations, including prioritising areas for particular attention
- conducted a detailed review of Queensland Rail and Department of Transport and Main Roads' implementation plans for delivering their respective Strachan Report recommendations
- commenced scoping a Queensland Rail whole-of-business review to identify any further systemic issues and develop actions to address them
- commenced scoping a review of transport governance, with a view to identifying an appropriate model for a closely integrated public transport system for Queensland.



Upcoming milestones

Queensland Rail plans to deliver a full-service timetable by late 2018. This timetable will rely on train crew working overtime to meet service requirements. The delivery of a full-service timetable, with the appropriate use of overtime, is expected by late 2019.

We are committed to providing reliable services for upcoming significant events including the Easter holiday period, and meet the additional training requirements of the New Generation Rollingstock as the new trains are rolled out on the network. We will also ensure Queensland Rail is prepared for the Commonwealth Games in 2018.

Queensland Rail, the Department of Transport and Main Roads, and the Citytrain Response Unit will continue to work together to ensure that rail operations are stabilised and the organisation has recovered sufficiently to ensure the successful delivery of these significant milestones.



2017

2018

2019

2020



Easter holiday timetable



Commonwealth Games



200 drivers qualified



Introduce New Generation Rollingstock



200 drivers recruited
200 guards recruited



Deliver full timetable
(train crew surplus)



Deliver full timetable
(with overtime)



200 guards qualified



Moving forward

The Citytrain Response Unit will publish quarterly reports, detailing progress on the implementation of all 36 Strachan Report recommendations, and the additional customer commitments. The first transformation program progress report is attached to this action plan.

We will continue to monitor the progress as reported by the Citytrain Response Unit and will hold all parties accountable for delivering on their commitments.

The task ahead of us is ambitious and challenging but we are committed to making sure the people of Queensland receive the exceptional level of rail service they deserve.

We will implement this action plan and drive Queensland Rail to be a modernised, customer-focused organisation.

We will ensure rail commuters in South East Queensland have a sustainable timetable they can rely on.

We will deliver an integrated, world-class public transport service for Queensland.

We are getting on with the job of fixing the trains.



Transformation program progress report

March 2017

Introduction

The Citytrain Response Unit has been established to oversee implementation of the Strachan Report recommendations.

This responsibility includes reporting publically on the progress of the resulting transformation program.

The first progress report is set out below, with a similar report to be published quarterly, via a dedicated website (www.cru.qld.gov.au).

Key achievements

Queensland Rail has made good progress on delivering its 31 recommendations, focusing initially on stabilising the organisation and delivering more reliable services for rail customers. Key achievements:

- incorporated all 31 recommendations into its recovery program, coordinated via a dedicated program management office
- stabilised Citytrain services, with less than 1 per cent of cancellations in February attributable to train crewing issues
- commenced external recruitment for drivers with prior Queensland Rail experience
- launched the largest ever training classes, with 40 trainee guards and 25 trainee drivers starting training on Monday 20 February 2017
- started negotiations with drivers and guards to identify and progress further opportunities to improve train crew productivity
- developed a five-year rolling demand and supply forecast for drivers and guards, providing improved visibility of future shortfalls and the impact of recovery measures.

The Department of Transport and Main Roads, and the Citytrain Response Unit, have made good progress on the five recommendations for which they are responsible (32-36).

Critical next steps

The following steps are critical for maintaining focus on stabilising operations and commencing the recovery phase for Queensland Rail:

- integrate the additional 100 day initiatives into the transformation program
- appoint a new Chief Executive Officer of Queensland Rail, a critical enabler for the transformation program
- assess the current timetable to ensure sufficient train crew availability to deliver a reliable service over the Easter period and sustain the record level of training activities and the introduction of the New Generation Rollingstock
- finalise Queensland Rail's long-term industrial relations strategy, providing clarity and structure for how it will work with unions to improve performance and productivity
- undertake further external recruitment for drivers
- complete implementation of the workforce management system, which is now in the final testing and acceptance stage
- continue to work towards sectorising train crew operations, focussing first on tailoring training programs
- introduce a new training program to empower station managers at all key locations to become customer ambassadors
- finalise new frameworks and protocols for reporting to executive management and government stakeholders.

In addition:

- the Department of Transport and Main Roads will finalise new guidelines for Responsible Ministerial communication and decision-making processes
- the Citytrain Response Unit will commence a whole-of-business review of Queensland Rail and structural review of public transport delivery in Queensland by April 2017.

Citytrain RESPONSE UNIT

Key metrics

To ensure transparency around the progress and impact of the transformation program, the Citytrain Response Unit will report quarterly on these performance indicators.

Program progress indicators

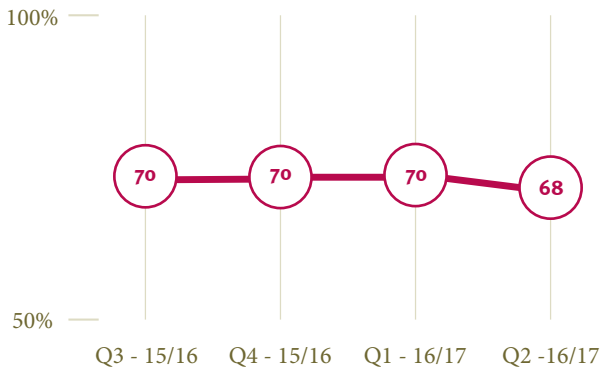
Recommendations

In planning	In progress	Completed
10	25	1

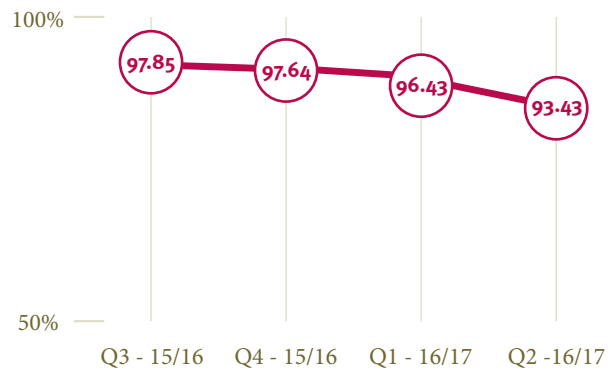
Recruitment

Train crew	Target	Recruited	Training complete	All recruitment complete	All training complete
Drivers	200	83	1	2018	2019
Guards	200	152	56	2018	2018

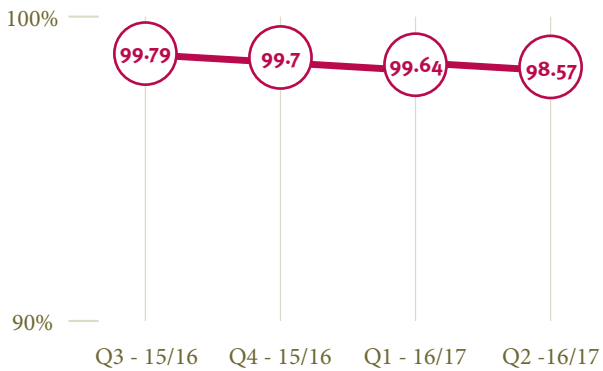
Graph 1 – Customer Satisfaction



Graph 3 – On-time Running



Graph 2 – Services Delivered



Detailed progress of recommendations

Legend

- Interim milestone
- Final milestone

Clear objective Initiative has been scoped

Dedicated resource Recommendation has been appropriately scoped

Plan in place Project plan agreed with sponsor

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date		Progress	Next steps
						2017	2018		
Forecasting	1. Introduce mature, long-term forecasting	In progress	✓	✓	✓			Five-year train crew supply and demand forecast developed and in active use for planning and transformation purposes	Continue refining model to ensure all demand and supply factors are incorporated into the forecast
	5. Consider need for timetable adjustment	In progress	✓	✓	✓			Timetable stress testing underway	Citytrain Response Unit will conduct a preliminary high-level review of timetable sustainability in March 2017
Operational improvement	7. Accelerate workforce system implementation	In progress	✓	✓	✓			Key components of the new workforce management system have been successfully deployed and are in final stages of testing. This gives Queensland Rail the ability to optimise rosters without depending on a third party	Run simulations of the optimised rosters to identify further opportunities to improve train crew productivity Finalise implementation of software
	9. Introduce train crew sectorisation	Planning	✓					The New Generation Rollingstock will be introduced in a sectorised manner, enabling Queensland Rail to shorten training durations	Develop detailed business case for full operational sectorisation of train crew across the network
	11. Institute eight-week crew planning process	In progress	✓	✓	✓			A forecast has been developed for the eight-week period	Commence development of a detailed planning tool and associated operational processes to provide advance visibility of any near-term crewing shortfalls

● Eight-week forecast developed

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date		Progress	Next steps
						2017	2018		
	12. Actively manage leave	In progress	✓	✓	✓			An eight-week management plan at the individual train crew level is being developed	Investigate options to ensure sufficient supply in the near-term
	17. Clarify responsibility for train crew forecasting	Completed	✓	✓	✓			The Train Service Delivery function now has a dedicated General Manager overseeing its activities. His responsibilities explicitly include train crew forecasting	Recommendation complete
	18. Review all train crew responsibilities	Planning	✓					Scope developed	Undertake a comprehensive review of all train crew responsibilities
Workforce arrangements	6. Undertake near-term union negotiations	In progress	✓	✓	✓			Queensland Rail has made significant progress in increasing flexibility around continuous working hours and sectorisation	Progress negotiations to address other opportunities
	8. Complete review of all crewing rules	In progress	✓	✓	✓			Queensland Rail is developing a draft industrial relations strategy and has established a regular, senior forum with unions to collaboratively progress improvements to crewing rules	Finalise the new industrial relations strategy for train crew, which will provide clear negotiation priorities moving forward
Recruitment and training	10. Target a structural surplus of staff	In progress	✓	✓	✓			Queensland Rail has completed training for 1 of 200 targeted drivers and 56 of 200 targeted guards	Confirm projections of when Queensland Rail will have sufficient drivers and guards to return to the full timetable
	14. Open recruitment to external applicants	In progress	✓	✓	✓			Queensland Rail has commenced phased external recruitment for drivers with Queensland Rail experience	Open external recruitment to drivers with no previous Queensland Rail experience

● 200 drivers and 200 guards recruited in 2018

● External recruitment for Queensland Rail-experienced drivers complete

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
15. Stabilise recruitment and training intakes	In progress	✓	✓	✓	✓	2017	2018	2019	Queensland Rail is developing a three-year plan for recruitment and training intakes to provide stability and predictability of the overall program	Finalise three-year recruitment and training plan
						●				
16. Overhaul training program	In progress	✓	✓	✓	✓	2017	2018	2019	Route mentoring arrangements have been expanded to allow more drivers to actively contribute to the training process Dashboards have been developed to track and manage the progress of trainees through the program, ensuring timely graduation	Appoint an external training partner and commence end-to-end re-design of driver training program
						●		●		
● End-to-end re-design of driver training program										
New CEO	25. Recruit new CEO with suitable attributes	In progress	✓	✓	✓	2017	2018	2019	Queensland Rail is actively recruiting a new CEO	Confirm and appoint new CEO
Organisation and culture	3- Revise mandate for projects organisation	Planning	✓			2017	2018	2019	Scope developed Queensland Rail integrated operating plan strategy developed	Agree and implement changes following the appointment of the new CEO
							●			
19. Refresh escalation practices	Planning	✓				2017	2018	2019	Scope developed	Address as part of broader cultural transformation, which will be initiated following the appointment of the new CEO
								●		
20. Minimise executive absences at key times	In progress	✓	✓	✓	✓	2017	2018	2019	Review of leave policies is being prepared	Incorporate leave management for executives into existing policies
						●				
21. Address practice of acting sideways	In progress	✓	✓	✓	✓	2017	2018	2019	Implementation plan developed	Change Human Resources policy, directing a preference for managers to act upwards during periods of executive absences
						●				

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
	22. Overhaul organisational structure	In progress	✓						Safety function has been elevated and is now a direct report to the CEO Accountability for training train crew has been transferred to Human Resources Queensland Rail has completed an initial analysis of organisational layers and spans of control	Agree and implement balance of changes following the appointment of the new CEO
	26. Review leadership capabilities	Planning	✓						Scope developed. Target date to be set in consultation with the new CEO.	Agree and implement changes following the appointment of the new CEO
	31. Undertake a cultural change program	Planning	✓						Chair and Acting CEO have engaged the broader organisation as part of initial stages of cultural transformation	Develop and finalise cultural change program following the appointment of the new CEO
Risk	24. Overhaul risk management practices	In progress	✓	✓	✓				Queensland Rail has centralised the risk function and is rolling out a comprehensive training program to ensure line managers are aware of their risk management responsibilities	Finalise procurement of new internal audit partner, which will take on the majority of internal audit projects
Project delivery	2. Ensure project plans consider operations	In progress	✓	✓	✓				Projects organisation has completed a review of all active projects to ensure operating plans are appropriately mature and comprehensive	Implement process to ensure business cases cannot progress without comprehensive operating plans in the future (before next major project commences)
	4. Revise timetable readiness process	In progress	✓	✓	✓				A timetable operational readiness assessment framework is being scoped and developed	Formalise review process, decision rights and sign-offs required to introduce timetable changes in the future

• Safety function elevated to CEO and training accountability transferred to Human Resources

• Leadership capability review commenced

• Cultural change program designed and commenced

Next steps

Progress

Target date

Plan in place

Clear objective

Status

Recommendation

Initiative

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
Lean and reporting	13. Institute train crew reporting	In progress	✓	✓	✓				Project Management Office is reporting regularly on demand, supply and shortfalls of train crew to broad internal audience	Reporting to be extended to cover leave trends and shortfall initiatives
	23. Introduce lean management system	Planning	✓	✓					Scope developed	CFO to finalise systems framework and implementation plan
	27. Revise reporting to ELT, Board and Government	In progress	✓	✓					Reviewed and enhanced reporting to Executive Leadership Team, Board and Government established	Extend executive dashboard reporting to include train crew training
Governance	28. Overhaul communications to government	In progress	✓	✓					Executive dashboard reporting developed for train crew supply and demand and recruitment process	Extend dashboard reporting to Citytrain Response Unit, Board and Ministers
	29. Reporting to Translink and public	In progress	✓	✓					Draft holistic communications and engagement strategy developed	Agree communication responsibilities between Queensland Rail, the Department of Transport and Main Roads and the Citytrain Response Unit
	30. Develop communications plan	In progress	✓	✓					Developed strategy and roadmap to improve day-of-operations communications with customers via real time updates on stations and where customers access transport information	Investigate opportunities to improve communications ahead of time to provide customers with sufficient lead time to make alternative travel arrangements
Governance	32. Clarify reporting lines to Government	In progress	✓	✓					Draft holistic communications and engagement strategy developed	Finalise and roll out new communication plan
		In progress	✓	✓					Proposal for reporting lines developed by Department of Transport and Main Roads	Hold workshop with relevant stakeholders
									Initial discussions held with Treasury	Finalise specific guidelines for each role and sign-off resulting policy documents

● Visual reporting in place

● Enhanced customer information

Next steps

Progress

2019

Target date

2017

2018

2019

Plan in place

Dedicated resource

Clear objective

Status

Recommendation

Initiative

Project collaboration

33. Clarify major project responsibilities	Planning	✓	✓	✓	●	High-level implementation plan developed	Initiate scope of works following completion of recommendation 32
34. Clarify program board structures	Planning	✓	✓	●	●	High-level implementation plan developed	Initiate scope of works following completion of recommendation 32

Oversight

35. Provide independent oversight of progress	In progress	✓	✓	●	●	Citytrain Response Unit established and Chair appointed	Agree detailed milestones for all recommendations with Queensland Rail and Department of Transport and Main Roads
		✓	✓	●	●	Undertaken in-depth review of implementation plans from Queensland Rail and the Department of Transport and Main Roads, including four half-day workshops	Establish expert panel for future audit activity
		✓	✓	●	●	Commenced first assurance activity, focusing on timetable readiness and options analysis	Prepare next public report on implementation progress
						Prepared consolidated government response to the Strachan Inquiry recommendations, including the broader transformation agenda being led by the Deputy Premier	Complete assurance of timetable readiness and options analysis
							Commence assurance activities on the eight-week forecast

● Citytrain Response Unit established and Chair appointed

Reviews

36A-C. Undertake review of transport governance	Planning	✓	✓	●	●	Detailed scope of works currently being prepared, with a view to going to market in March 2017	Finalise procurement of review partner and commence review
36D. Undertake whole-of-business review	Planning	✓	✓	●	●	Detailed scope of works currently being prepared, with a view to going to market for initial phase in March 2017	Finalise procurement of review partner and commence phase one of the review

● First phase of review completed

