

Fixing the trains

Progress report

June Quarter 2017



Foreword from the Deputy Premier

We are making tangible progress towards getting Queensland Rail back on track and transforming the way we deliver rail services for Queensland. Customers will see this around the network in the form of stabilised reliability, improved station amenity and more proactive customer engagement.

In this quarter, our primary focus has been on ensuring that Queenslanders have reliable rail services. Through the use of improved forecasting and modelling tools, Queensland Rail has conducted analysis and advised the Government that the current timetable can remain in place. This is a good outcome, as it means that customers can be assured that their services will continue to be operated. However, the Queensland Government acknowledges there will be a number of defined periods over the coming 12 months when isolated changes to the timetable may be required to ensure the availability of train crew and reliability of services.

We know we have a long way to go to restore customer confidence and return to a full-service timetable—but we are well on our way. I am confident that the people of Queensland will start to see a true transformation in the way we deliver rail services.



Jackie Trad

Deputy Premier
and Minister for Transport



Transforming rail

In the 'Fixing the trains' high-level implementation plan, released on 8 March 2017, the Queensland Government made a commitment to the people of Queensland that we would go above and beyond the Strachan Inquiry recommendations to deliver better rail services for our customers.

We outlined our plan for putting Queensland Rail back on track and we are delivering on that plan.

In the days, weeks and months since our plan for transforming rail was published, the Citytrain Response Unit has been working with Queensland Rail and the Department of Transport and Main Roads to stabilise rail operations, improve organisational capability, and drive an improved customer focus across Queensland Rail.

This quarterly report details the progress made in the past three months above and beyond the achievements announced as part of the first 100 days.

Transforming rail services to deliver a better standard of service is what Queenslanders deserve.

Our priorities

The transformation program is being delivered in three phases: **stabilise**, **recover** and **transform**.

Stabilise operations, restore Citytrain services to a sustainable level, and regain customer and stakeholder confidence.

Recover the organisation and lay the foundation for a broader transformation program.

Transform Queensland Rail through cultural change and deliver a more integrated public transport structure for Queensland.



Phase 1: stabilise

The number of cancellations across the network has declined and stabilised since February 2017. This indicates that Queensland Rail has been successful in its efforts to stabilise operations, restoring Citytrain services to a sustainable level and starting to regain customer and stakeholder confidence.

Key achievements over the quarter include:

1. Queensland Rail has confirmed that the current timetable can stay in place, enabling customers to plan their journeys with confidence

Queensland Rail has undertaken rigorous stress testing of the current timetable and has determined that the current timetable should remain in place.

There are however, a number of distinct stress periods identified over the next 12 months which will require active management. This may require timetable adjustments, for a defined period of time, to ensure sufficient train crew are available to deliver reliable services across the network.

Queensland Rail is committed to working with TransLink to ensure customers receive sufficient notice to make alternate arrangements during these stress periods so they can confidently plan their journey.

2. Queensland Rail can identify, in advance, where periods of stress created by a gap between train crew availability and service level requirements may impact service reliability

Queensland Rail has developed a model to forecast long-term train crew availability and service requirements to better predict timetable stress points over a rolling five-year period.

With this information, Queensland Rail can better plan for times where service reliability may be at risk due to a gap in train crew availability and service level requirements.

Queensland Rail continues to refine the model and improve forecast accuracy.

3. Queensland Rail has improved train crew management practices to ensure sufficient train crew are available to meet service requirements

Queensland Rail has undertaken detailed analysis to develop an eight-week train crew management plan. This enables Queensland Rail to proactively manage train crew utilisation and guide changes that may be required to service levels, particularly during stress periods and unplanned disruptions.

Queensland Rail is continuing to build in-house capability and capacity to ensure this process can be further improved.

4. Queensland Rail has made tangible progress towards becoming a more customer-focussed organisation

From equipping station staff with more tools to help customers, to frequent Commuter Catch-Ups and a refresh of station amenities, Queensland Rail is demonstrating that it is an organisation committed to meeting the needs of its customers and stakeholders. Queensland Rail will continue to use customer feedback to grow and evolve initiatives to improve customer experience.

Phase 2: recover

Initiatives to promote organisational recovery are being undertaken in parallel to Phase 1: Stabilise activities.

Key achievements over the quarter include:

1. Queensland Rail has commenced overhauling training and recruitment practices to drive the medium-term goal of delivering a full-service timetable

Queensland Rail has accelerated its recruitment of drivers and guards and is in the process of overhauling and modernising its training programs.

- 28 previously experienced Queensland Rail driver candidates are in the final stages of recruitment.
- New tutor drivers and guards are being recruited to support an increased number of training schools.
- Additional driver and guard route mentors are in training to increase on-track training capacity.
- A partnership with GHD and the Centre for Excellence in Rail Training has been formed to improve and modernise driver and guard training.
- A new state-of-the-art train driving simulator is now being used to support training activities.

2. Queensland Rail is improving how it communicates with both customers and Government to ensure information is relevant, timely and reliable

Queensland Rail has undertaken a range of activities to create more effective, customer-focussed communications. This includes introducing Commuter Catch-Ups for customers to have a new forum to provide feedback, and increasing social media resourcing to help customers online seven days a week. Queensland Rail is continuing to work with TransLink to ensure timely and reliable information is communicated, particularly during disruptions, so customers can confidently plan their journeys.

Queensland Rail has also improved its processes to ensure detailed, accurate and regular reporting on train crew is provided to its Executive Leadership Team, Board and responsible Ministers.

3. The Citytrain Response Unit has undertaken assurance reviews of critical stabilise and recovery initiatives to ensure they deliver intended outcomes and contribute to the overall transformation of rail service delivery

The Citytrain Response Unit has established an assurance program designed to complement Queensland Rail's response and recovery priorities.

This quarter, the Citytrain Response Unit undertook a review of Queensland Rail's Response and Recovery Program Management Office to ensure that it is adequately skilled, structured and resourced to effectively deliver on the Strachan Inquiry recommendations. It has also undertaken assurance activities on Queensland Rail's assessment that the current timetable can stay in place, and the plans developed to actively manage stress periods over Easter and the June/July school holidays.





Phase 3: transform

Initiatives in this transformation phase include driving cultural change within Queensland Rail and delivering a more integrated public transport structure for Queensland.

Key achievements over the quarter include:

1. Queensland Rail has committed to driving cultural change within its business with the recent appointment of an Executive General Manager for People and Culture

Both the Queensland Rail Chair and CEO have undertaken broad organisational engagement to date. This was to provide the basis for developing plans regarding the business' proposed cultural change program expected to be completed next quarter. Initial engagement has been complemented by the recent appointment of the Executive General Manager for People and Culture. It is anticipated that a multi-year process will be developed off the back of a comprehensive cultural assessment which will target change in customer service, transparency and proactivity.

2. The Department of Transport and Main Roads is working with Queensland Rail to define clear accountabilities for major capital projects and significant timetable changes

Consultation with key stakeholders has included:

- workshops to baseline current governance arrangements for significant timetable changes
- defining criteria to assist in identifying major capital projects that Department of Transport and Main Roads would lead

- meeting with senior transport executives from other jurisdictions about governance arrangements, accountabilities and experiences related to delivering major capital projects and significant timetable changes.

Work will continue through Quarter 3, 2017.

3. The Citytrain Response Unit has undertaken a whole-of-business review of Queensland Rail to identify any areas that require attention beyond the scope of the Strachan Inquiry recommendations

Deutsche Bahn Engineering and Consulting was engaged to assist in the first phase of the review which comprised more than 70 interviews, 4 site visits and review of more than 250 documents. This first phase of the review will be finalised next quarter.

4. The Citytrain Response Unit commenced the Integrated Public Transport Model Review to recommend a new, world-class public transport model for Queensland

The Queensland Government understands that Queenslanders want innovative transport solutions, seamless connectivity and customer-oriented decision-making. The review will consider successful models from around the world to understand how lessons learned could be applied in the Queensland context.

The first stage of the review will be completed later this year and will identify the best model to meet the needs of current and future customers.

Delivering for customers

Catching up with commuters

Deputy Premier Jackie Trad MP and Chief Executive Officer Nick Easy kicked off the first Commuter Catch-Up on 20 April 2017 at Roma Street, with many customers stopping to chat and share their experiences and ideas for improvement on the rail network.

Thirteen Catch-Ups have now been held at stations across the network as at 30 June 2017, with feedback to be used to drive service improvements and inform the new Queensland Rail Customer Charter.

Customers will have opportunities to participate in more Commuter Catch-Ups as these become a regular part of Queensland Rail's customer engagement.



Work underway to improve city stations

Nearly \$6 million has been allocated for refreshing ten city stations. Queensland Rail looked at customer feedback and the results of a station audit to identify areas most in need of improvement.

As part of the refresh, upgrades will include platform improvements, fresh paint and renewed signage. Works will be completed by the end of the year at Park Road, Bowen Hills, Wacol, Goodna, Manly, Murrarie, Windsor, Wilston and Beenleigh stations. A mural will be installed near Roma Street.

A bin blitz has also returned 24 bins to six inner-city stations between Toowong, South Brisbane and Bowen Hills.

This work builds on Queensland Rail's five-year Station Upgrade Program, aimed at making stations accessible for all customers.



Transformation program progress report

April – June 2017

The Citytrain Response Unit undertakes assurance on all milestones and recommendations due for completion at the end of the quarter, in line with the transformation program.

The Citytrain Response Unit also undertakes targeted reviews of key initiatives required to ensure the stabilisation, recovery and transformation of rail services. Targeted reviews this quarter focussed on:

- Queensland Rail's Response to Recommendation 5— assessment of the sustainability of the current timetable and the development of:
 - plans to address identified stress periods
 - contingency options, with predetermined service downgrades that are agreed with TransLink, to be deployed in the event of unplanned and unforeseen stress on the network.
- Queensland Rail's Response and Recovery Program Management Office to ensure that it is adequately skilled, structured and resourced to effectively deliver on the Strachan Inquiry recommendations.

Recommendations and milestones due for completion in Quarter 2, 2017

Recommendation	Response	CRU Comment
Complete		
5. Consider the need for timetable adjustment	Queensland Rail has determined that the current timetable can remain in place, with the exception of a number of upcoming stress periods which will require active management through contingencies.	While the Citytrain Response Unit supports Queensland Rail's conclusion that the timetable can remain in place, the sustainability of the timetable is contingent on Queensland Rail continuing to: <ul style="list-style-type: none"> • deliver on its commitments to implement efficiency and productivity measures • refine various contingency timetables • actively manage upcoming stress periods.
14 (milestone). External recruitment for Queensland Rail experienced drivers	Recruitment campaign for external drivers complete with recruitment and training processes underway.	The process for opening external recruitment to drivers with no previous Queensland Rail experience is ongoing.
20. Minimise executive absences during periods of significant change	Queensland Rail human resources policies which relate to executive leave have been revised.	
21. Address practice of acting sideways	Queensland Rail human resources policies which relate to executive absences have been revised.	
22b and 22e. Safety function elevated to report directly to the CEO and training accountability transferred to HR	Queensland Rail has revised the organisational structure, elevating the Safety function to report directly to the CEO and aligning accountability for training to human resources.	
25. Appoint a new CEO	A new CEO was appointed in March 2017	
27. Revise reporting to ELT, Board and Government	Queensland Rail has revised reporting frameworks and processes.	



Citytrain

RESPONSE UNIT

Recommendation	Response	CRU Comment
Complete		
28. Overhaul communications to Government	Queensland Rail has updated and refined briefing note templates and writing style guides.	
32. Clarify reporting lines to Government	A 'Statement of Expectations' outlining the government's expectations of Queensland Rail's reporting practices has been developed.	Subject to the outcomes of the Integrated Public Transport Model Review (Recommendation 36a), further changes may be required.
Partially complete		
5 a and b. Plans to address critical periods and timetable contingency options	Queensland Rail has developed risk thresholds and decision-making frameworks to assist with the identification and active management of timetable stress.	<p>The Citytrain Response Unit expects that throughout next quarter, Queensland Rail will be able to provide evidence that:</p> <ul style="list-style-type: none"> • contingency options with predetermined service downgrade options have been defined and agreed with TransLink • where necessary, the risk threshold and decision making framework for managing timetable stress has been refined • plans for the Commonwealth Games are being developed and stress-tested in consultation with the Department of Transport and Main Roads
15. Stabilise recruitment and training intakes	<p>Queensland Rail has developed:</p> <ul style="list-style-type: none"> • a draft Workforce Management Plan • revised recruitment and training policies • training schedules. 	The Citytrain Reponse Unit to review and assure final documentation from Queensland Rail prior to the end of next quarter.

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

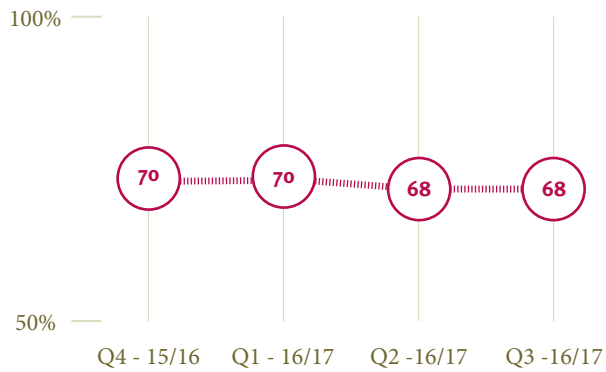
Recommendations

In planning	In progress	Partially complete	Complete
1	26	2	7

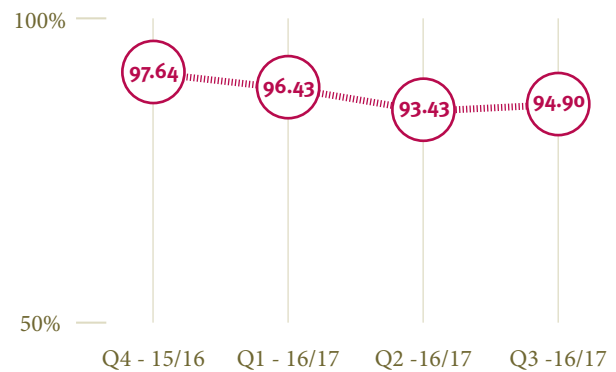
Recruitment

Train crew	Target	Selected	Trained	All recruitment complete	All training complete
Drivers	200	107	28	2018	2019
Guards	200	263	77	2018	2018

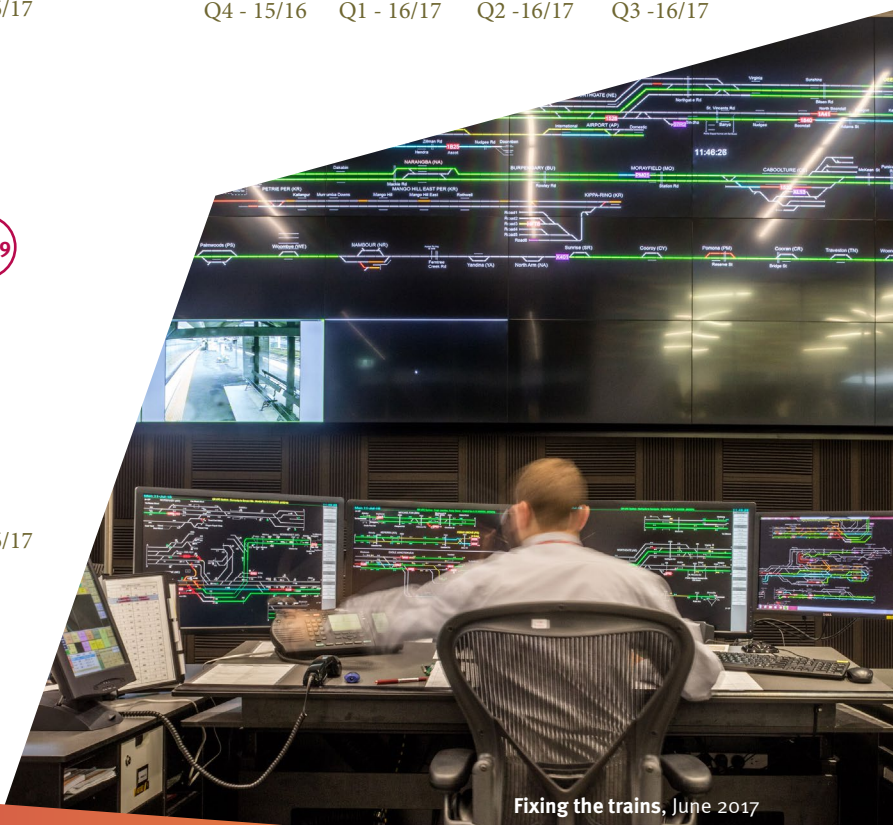
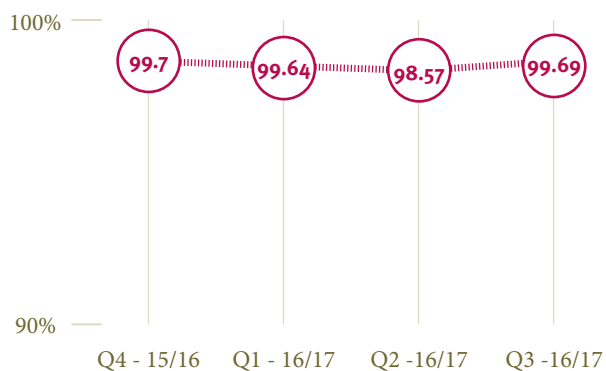
Graph 1 – Customer Satisfaction



Graph 3 – On-time Running



Graph 2 – Services Delivered



Detailed progress of recommendations

Legend

- Interim milestone
- Final milestone

Clear objective Initiative has been scoped
Plan in place Project plan agreed with sponsor

Dedicated resource Recommendation has been adequately resourced

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	✓	✓	✓		●	Train crew forecast model has been developed and now incorporates relevant stress periods and productivity impacts to guide long term decision making	Continue to refine model and include train controllers, rollingstock and major projects into the five year forecast
	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓			Performed analysis to confirm the current timetable should stay in place Identified a number of upcoming stress periods requiring active management Finalise with TransLink, on-demand contingency timetables for unplanned stress	Continue to refine risk thresholds and decision-making frameworks to actively manage upcoming stress periods, including Ekka and the September school holiday period
Operational improvement	7. Accelerate workforce system implementation	In progress	✓	✓	✓		●	Workforce system now in place and used to inform train crew decision-making	Finalise implementation and embed activity within Business-as-usual activity
	9. Introduce train crew sectorisation	In progress	✓	✓	✓		●	Sectorised training material drafted to support train crew on the Gold Coast line, with options identified to accelerate route training for the May, June and September driver schools	Finalise sectorised training material Develop detailed business case for full operational sectorisation of train crew across the network
	11. Institute eight-week crew planning process	In progress	✓	✓	✓		●	Developed an interim eight-week train crew planning tool to provide visibility of near-term train crew shortfalls and inform stress within the timetable	Further refine and test robustness of model Align planning tool with the five-year forecasting model

● Eight-week forecast developed

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
	12. Actively manage leave	In progress	✓	✓	✓				Improved monitoring and oversight to assist better planning and delivery of services.	Consult with workforce on leave processes and identified options to support sufficient supply of train crew
	17. Clarify responsibility for train crew forecasting	Complete	✓	✓	✓				Recommendation completed in March Quarter 2017	
	18. Review all train crew responsibilities	In progress	✓	✓	✓				Documented baseline process and accountabilities	Undertake peer review and internal workshops to develop and implement refined train crew responsibilities
Workforce arrangements	6. Undertake near-term union negotiations	In progress							Consulted with and reached agreement with the workforce on several productivity measures to assist with the supply of train crew	Consult and engage with workforce regarding changes to the upcoming Master Roster in July 2017 Perform ongoing analysis regarding crewing rules and subsequent impacts to train crew supply
	8. Complete review of all crewing rules	In progress	✓	✓	✓				Identified and prioritised crewing rules and practices requiring workforce consultation	Finalise and implement a process for identifying and negotiating changes to crewing rules
Recruitment and training	10. Target a structural surplus of staff	In progress	✓	✓	✓				28 drivers and 77 guards completed training since October 2016	Continue to deliver the training and recruitment program to ensure the necessary train crew are delivered into supply, including accelerating various training options
	14. Open recruitment to external applicants	In progress	✓	✓	✓				External recruitment campaign for drivers with previous Queensland Rail experience completed	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	Partially complete	✓	✓	✓	✓	●			Developed draft three-year workforce plan identifying recruitment and training intakes requirements	Undertake workforce consultation and seek Board approval
16. Overhaul training program	In progress	✓	✓	✓	✓				External provider appointed and commenced end-to-end redesign of driver training program Rolled out a new train driving simulator	Finalise and commence use of new competency-based driver training program
								●		
● End-to-end re-design of driver training program										
New CEO	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	●			New CEO appointed	Recommendation complete
Organisation and culture	3. Revise mandate for projects organisation	In planning	✓				●		Scope developed	Mandate to be reviewed as part of whole of organisation review
	19. Refresh escalation practices	In progress	✓	✓	✓				Scope developed	Work to commence in the near-term, and be refined as part of broader cultural transformation.
	20. Minimise executive absences at key times	Complete	✓	✓	✓				Revised executive leave guidelines embedded within the Queensland Rail Performance and Development Procedure, recommendation complete	Recommendation complete
21. Address practice of acting sideways	Complete	✓	✓	✓	✓	●			Revised executive leave guidelines embedded within the Queensland Rail Performance and Development Procedure, recommendation complete	Recommendation complete

Next steps

Progress

Target date

Plan in place

Dedicated resource

Status

Recommendation

Initiative

	2017	2018	2019						
22. Overhaul organisational structure									
26. Review leadership capabilities									
31. Undertake a cultural change program									
24. Overhaul risk management practices									
2. Ensure project plans consider operations									
4. Revise timetable readiness									
Risk									
Project delivery									

A request for proposal has been issued, seeking an advisor to undertake a review of Queensland Rail's organisational structure. Safety function and EGM for Travel Train elevated to report directly to the CEO. Training accountability transferred to human resources.

● Safety function elevated to report directly to the CEO and training accountability transferred to Human Resources

A request for proposal has been issued seeking an advisor to conduct a review of leadership capability within Queensland Rail.

● Leadership capability review commenced

Chair and CEO have engaged the broader organisation as part of initial stages of cultural transformation.

● Cultural change program designed and commenced

Engaged external provider to enhance risk management capability within organisation.

Developed draft long-term 'Business Readiness Framework'.

Undertake relevant consultation with TMR.

Finalise and operationalise proposed framework, prior to next major project.

Undertake consultation with TMR. Formalise review process, decision rights and sign-offs required to introduce timetable changes in the future.

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	✓	✓	✓				Train crew performance management measures, including leave trends and shortfall initiatives, incorporated in reporting to ELT, Board and Government	Maintain ongoing reporting on train crew supply and demand
	23. Introduce lean management system	In progress	✓	✓	✓				Scope currently under review including consultation with the business	Engage provider to support development of implementation strategy
	27. Revise reporting to ELT, Board and Government	Complete	✓	✓	✓				Monthly reporting response and recovery initiated and provided to ELT, Board and Government	Recommendation complete
	28. Overhaul communications to government	Complete	✓	✓	✓				Updated and refined Ministerial communication processes and briefing templates Refreshed training for relevant staff	Recommendation complete
	29. Reporting to Translink and public	In progress	✓	✓	✓				Engaged with TransLink to identify opportunities for improving communication	Identify key learnings from recent network outage Perform ongoing consultation and workshops with both TransLink and customers to facilitate and improve communication
										Enhanced customer information
	30. Develop communications plan	In progress	✓	✓	✓				Developed communication plan focused on increasing proactive engagement with customers and stakeholders Held thirteen 'Commuter Catch-Ups' Announced the 100 Day achievements for 'Fixing the trains'	Continue implementing communication plan and seek feedback regarding its effectiveness via engagement with customers and TransLink

● Visual reporting in place

● Enhanced customer information

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
Governance	32. Clarify reporting lines to Government	Complete	✓	✓	✓				Developed a 'Statement of Expectations' outlining the Government's expectations of Queensland Rail's reporting practices to responsible Ministers	Subject to the outcomes of the Integrated Public Transport Model Review (Recommendation 36a), further changes may be required.
	33. Clarify major project and timetable responsibilities	In progress	✓	✓	✓				Engaged and consulted with interstate and local stakeholders Conducted analysis for a preferred approach	Finalise recommended approach for implementation, subject to outcomes of the Integrated Public Transport Model Review
	34. Clarify program board structures	In progress	✓	✓	✓				Engaged and consulted with interstate and local stakeholders Conducted analysis for a preferred approach	Finalise recommended approach for implementation, subject to outcomes of the Integrated Public Transport Model Review
Oversight	35. Provide independent oversight of progress	In progress	✓	✓	✓				Conducted assurance activities for recommendations scheduled for completion in Quarter 2, 2017: 5a & 5b, 14 (milestone), 15, 20, 21, 25, 27, 28 and 32 Completed assurance on timetable sustainability Completed assurance of Program Management Office Commenced assurance review of training and recruitment Agreed detailed milestones with the Department of Transport and Main Roads	Finalise agreed detailed milestones from Queensland Rail Commence assurance activity on eight-week forecast Complete assurance review of training and recruitment Prepare September 2017 quarterly report on implementation progress Perform ongoing assurance on various milestones and recommendations
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓				Engaged external advisors to support Stage 1 of the review Commenced review	Engage with various best in class jurisdictions Undertake options analysis Submit recommended model for Government consideration
	36D. Undertake whole-of-business review	In progress	✓	✓	✓				Engaged external advisors to support Phase 1 of the review	Complete Phase 1 of review

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

