

Fixing the trains

Progress report

December Quarter 2017



Foreword from the Minister

Over the last 12 months there has been significant change in the way our Citytrain network is managed to restore reliable services and deliver a sustainable timetable.

Queensland Rail has made progress in stabilising operations, recovering the organisation, and driving an improved customer focus.

Since October 2016, 51 new drivers and 158 new guards have completed training, adding much needed capacity to Queensland Rail's hardworking team of train crew.

Using enhanced modelling tools and improved train crew management practices, Queensland Rail has planned for, and successfully managed, more than six distinct stress periods over the last 12 months, ensuring a reliable rail service for customers.

Now, we are focussed on planning for the successful delivery of reliable rail services, across the network, for the Commonwealth Games.

Throughout 2018, I will continue to drive the *Fixing the trains* transformation program.

I will work tirelessly with Queensland Rail, the Department of Transport and Main Roads, and the Citytrain Response Unit to ensure that we continue to improve rail services for the people of South East Queensland. We are on track and we are making progress but we know there is still a way to go.



The Queensland Government is committed to delivering Queenslanders the modern and efficient rail network they rightly expect and deserve.

Mark Bailey
Minister for Transport
and Main Roads



Transforming rail

We are delivering on our plan for *Fixing the trains* and transforming rail in Queensland.

We are committed to ensuring rail services are restored to the levels required to meet the demand of our customers, with a sufficient pipeline of train crew to sustain these levels into the future.

We are committed to improving organisational capability to support the delivery of a modern, efficient railway.

Most importantly, we are committed to driving an improving customer focus across Queensland Rail to deliver the standard of service Queenslanders deserve.

This quarterly report details the progress made in the past three months to address the Strachan Inquiry recommendations and get Queensland Rail back on track.

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

Timetabled services have remained stable throughout the quarter, demonstrating Queensland Rail's increased maturity in forecasting and managing stress on the network.

Queensland Rail successfully managed the Christmas and New Year stress period, ensuring the ongoing sustainability of the current timetable.

With the introduction of a summer holiday timetable on 18 December 2017, Queensland Rail was able to maintain service reliability throughout the festive season. Proactive planning with TransLink ensured sufficient notification was provided to enable customers to plan their journey in advance, and with confidence.

Queensland Rail is now working with the department of Transport and Main Roads and the Citytrain Response Unit to finalise plans for the Commonwealth Games.

Queensland Rail is using improved data and more effective modelling to monitor and manage train crew availability to meet demand on the network.

The Citytrain Response Unit undertook a review of Queensland Rail's eight-week train crew management plan and five-year forecasting model. The review found that the planning tools are robust and enable Queensland Rail to proactively identify and manage stress periods on the Citytrain network.

As the data continues to be refined, Queensland Rail will be able to plan and manage stress periods with increased certainty, ensuring minimal impact to customers.

Phase 2: recover

Initiatives to promote organisational recovery have been a key focus of the transformation program throughout the quarter.

Queensland Rail has developed and commenced implementing improved customer communication strategies to better manage unforeseen disruptions on the Citytrain network.

Queensland Rail is focused on enhancing real-time communication with customers.

A number of improvements have been implemented, including enhancing systems and processes for distributing accurate and timely information to customer service staff, and improving the quality and frequency of information provided to customers.

While these initiatives have resulted in improved customer outcomes, customer communication will remain a focus for Queensland Rail in 2018. This will ensure the consistent provision of timely and accurate information to customers during times of disruption is embedded in the organisation's processes and operational culture.

The establishment of the new Customer and Innovation function within Queensland Rail will ensure the delivery of a customer focussed service remains a priority for the organisation.

Queensland Rail has implemented regular reporting and analysis of train crew availability, including monitoring the health and well-being of train crew.

The data used to forecast and manage train crew availability is being analysed and reported to Queensland Rail's Executive Leadership Team and Board on a monthly basis to improve early visibility of train crew overtime, sick leave, absenteeism, engagement and attrition. This increases transparency and facilitates data-driven decision-making in relation to train crew availability in the near, medium and long-term.

Key performance indicators have also been incorporated in the FY2018 Operational Plan and are reported in Queensland Rail's Quarterly Report to the Responsible Ministers.





Phase 3: transform

This action plan will support the transformation and modernisation of Queensland Rail, and the delivery of a more integrated and connected public transport network for Queensland.

The Citytrain Response Unit has finalised the first phase of the whole-of-business review of Queensland Rail, with a number of areas of the business identified for further review, outside of the Strachan Inquiry recommendations.

The Citytrain Response Unit consulted with Queensland Rail to finalise the first phase of the review.

In line with the findings of the review, work will be prioritised to address the recommendations relating to New Generation Rollingstock and operational readiness for the Commonwealth Games.

Queensland Rail will progress the remaining recommendations over the next 12 months, with an immediate focus on information and communication technologies.

The Citytrain Response Unit has completed Stage 1 of the Integrated Public Transport Model Review to identify a new, world-class public transport model for Queensland.

In undertaking the review, the Citytrain Response Unit has:

- considered the current challenges and future trends for transport in Queensland, along with the findings and recommendations of recent reviews and inquiries
- leveraged learnings from leading public transport models from around the world
- sought advice from industry leaders and experts.

The Citytrain Response Unit will submit the findings of Stage 1 of the Integrated Public Transport Model Review to Government for consideration.

Delivering for customers

Citytrain stations refresh

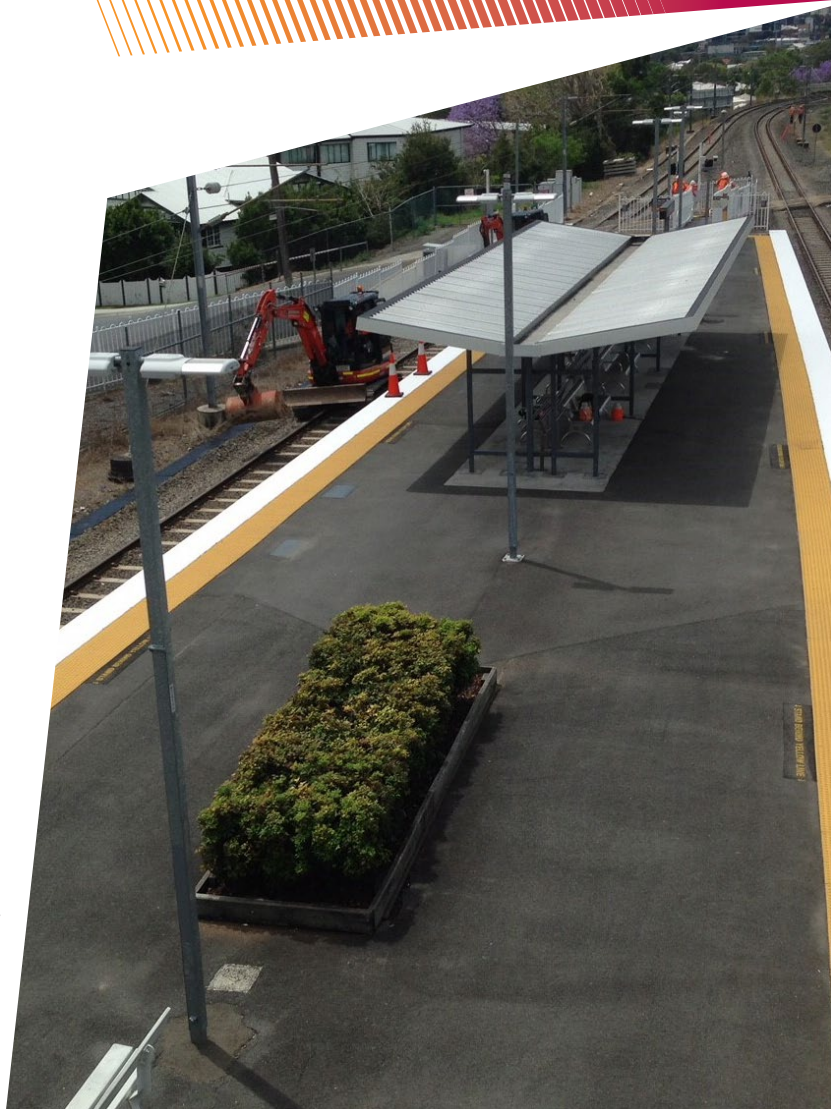
In the March 2017 *Fixing the trains* high-level implementation plan, the Queensland Government committed to undertaking an assessment of all stations on the Citytrain network to determine which stations need an immediate refresh and improved customer amenity.

Nearly \$6 million worth of refresh works is undertaken across 10 locations identified and prioritised by Queensland Rail based on evaluations of customer feedback, annual patronage data and frontline staff surveys.

Refresh works including painting, signage improvements, landscaping, corridor improvements and industrial cleaning are underway at Bowen Hills, Wilston, Windsor, Wacol, Goodna, Park Road, Manly, Murrarie and Beenleigh stations.

An art mural has also been installed in the rail corridor near Roma Street Station, adjacent to The Barracks shopping precinct.

This refresh program builds on Queensland Rail's five-year Station Upgrade Program, aimed at making stations accessible for all customers and improving station amenity.



Improving customer information

Improving the quality and timeliness of information provided to customers during times of disruption is a priority for Queensland Rail.

Taking into consideration customer feedback, Queensland Rail is rolling out a program of initiatives which include:

- ensuring messages to customers are consistent across all announcement platforms including at stations, on board and online
- introducing terminology which is reflective of the disruption, minimising the use of 'operational' as the cause
- upgrading Passenger Information Display screens and improving automated announcements at key stations
- using Twitter as the primary social media platform for communicating during disruptions, retweeting TransLink tweets to ensure consistency of messaging.

Queensland Rail intends to continue with regular Commuter Catch-ups in 2018 and customers are encouraged to provide feedback on the effectiveness of customer and communication initiatives.



Citytrain

RESPONSE UNIT

Transformation progress report

October - December 2017

The Citytrain Response Unit is continuing to work with Queensland Rail and the Department of Transport and Main Roads to ensure that the Strachan Inquiry recommendations are appropriately prioritised and delivered to achieve the best outcomes for customers.

The Citytrain Response Unit has assured work undertaken to address the milestones and recommendations scheduled for completion in Quarter 4, 2017.

Targeted reviews this quarter focussed on:

- Queensland Rail's plans for managing the summer school holiday stress period, including Christmas and New Year (Recommendation 5)

- Queensland Rail's five-year rolling monthly train crew forecasting model, and supporting processes, to ensure a robust view of train crew supply and demand is maintained and leveraged appropriately (Recommendation 1)
- Queensland Rail's draft report into train crew responsibilities and the appropriateness of these arrangements (Recommendation 18).

Recommendations and milestones due for completion in Quarter 4, 2017

Recommendation	Response	Citytrain Response Unit Comment
Complete		
1. Introduce mature, long-term forecasting	Queensland Rail has developed an integrated demand and supply model providing a five-year rolling monthly forecast of train crew, rollingstock and train controllers	
5b. Develop timetable contingency options	In consultation with TransLink, Queensland Rail has now developed a set of standard communication tools and processes to ensure customers receive advance notice of timetable changes	
12. Actively manage leave	Queensland Rail has successfully embedded leave management tools into business as usual activities	This recommendation has been completed prior to its scheduled completion in December Quarter, 2018
18. Review all train crew responsibilities	Queensland Rail undertook a review to validate and refine train crew accountabilities and processes	
24. Overhaul risk management practices	Queensland Rail is continuing to roll out online and face-to-face risk management training Queensland Rail's internal audit program now primarily outsourced to an independent service provider	This recommendation has been completed prior to its scheduled completion in September Quarter, 2018
36 A-C (milestone). Undertake review of transport governance	The Citytrain Response Unit has completed Stage 1 of the Integrated Public Transport Model Review	Findings of Stage 1 of the Integrated Public Transport Model Review will be submitted to Government for consideration

Recommendation	Response	Citytrain Response Unit Comment
Partially complete		
5a. Plans to address critical periods	Queensland Rail has successfully planned for and managed a number of timetable stress periods throughout 2017	The Citytrain Response Unit will continue to work with Queensland Rail and the Department of Transport and Main Roads to finalise plans for the Commonwealth Games
6. Undertake near-term union negotiations	Queensland Rail has commenced consultation regarding Master Roster 2 options	Consultation and negotiations are ongoing. Expected to be finalised in March Quarter, 2018
8. Complete review of all crewing rules	Queensland Rail finalised the consolidation of crewing rules and processes into a central repository	Queensland Rail is continuing to progress the recommendation with expected completion in September Quarter, 2018
In progress		
3. Revise mandate for projects organisation	Queensland Rail has developed a scope for revising the mandate for projects within the organisation	
4. Revise timetable readiness process	Queensland Rail has developed a framework for how it intends to manage and implement operational readiness assessments for timetable changes	
22. Overhaul organisational structure	Queensland Rail has introduced a number of transformation initiatives within the organisation including, the redesigned structure of People and Culture function, and the new Customer and Innovation function	The Citytrain Response Unit has identified that these recommendations are likely to be influenced by the outcomes of the Integrated Public Transport Model Review (Recommendation 36). Any further work will be considered in this context
33. Clarify major project responsibilities	The Department of Transport and Main Roads has developed a proposed framework for how it intends to manage accountability for major capital projects and significant timetable changes	
34. Clarify program board structures	The Department of Transport and Main Roads has developed a proposed framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes	



Citytrain

RESPONSE UNIT

Key metrics

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

Program progress indicators

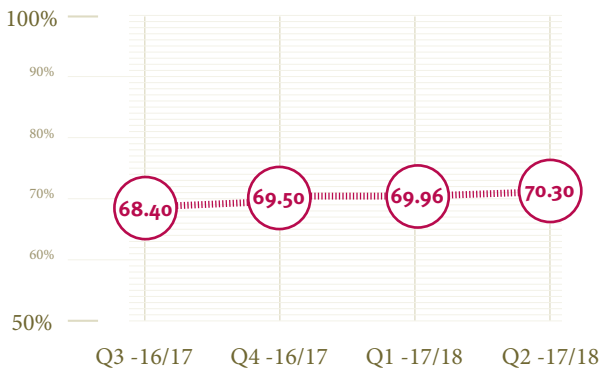
Recommendations

In planning	In progress	Partially complete	Complete
0	16	3	17

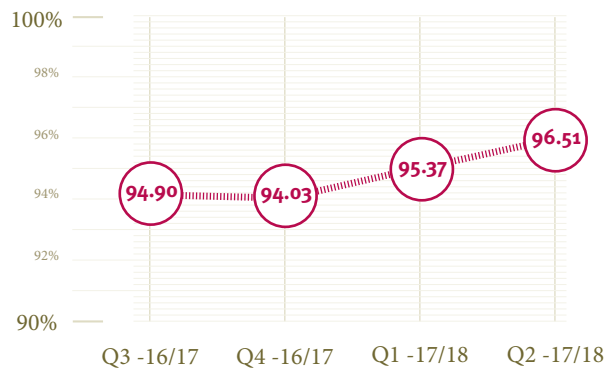
Recruitment since October 2016

Train crew	Target	Selected	Trained	All recruitment complete	All training complete
Drivers	200	145	51	2018	2019
Guards	200	262	158	2018	2019

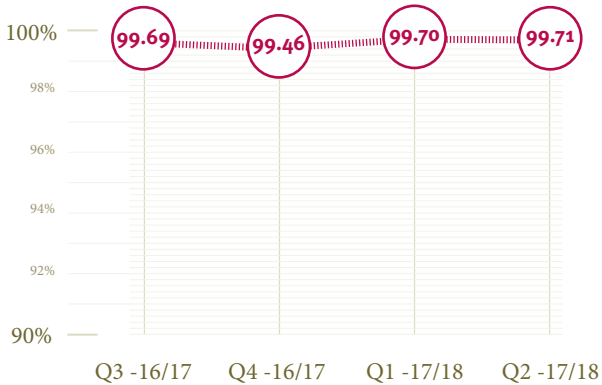
Graph 1 – Customer Satisfaction



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	Complete	✓	✓	✓		●	Developed an integrated demand and supply model providing a five-year rolling monthly forecast of train crew, rollingstock and train controllers	Recommendation complete
	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓			Undertook a detailed assessment of the summer school holiday stress period and successfully managed the first half of this period. Developed a set of standard communication tools and processes to ensure customers receive advance notice of timetable changes	Finalise transport plan with the Department of Transport and Main Roads for the Commonwealth Games period
	7. Accelerate workforce system implementation	Complete	✓	✓	✓		●	Recommendation completed in September Quarter 2017	
Operational improvement	9. Introduce train crew sectorisation	In progress	✓	✓	✓		●	Commenced development of wider strategy for train crew sectorisation	Continue developing train crew sectorisation strategy and finalise timing of implementation
	11. Institute eight-week crew planning process	In progress	✓	✓	✓		●	Commenced testing of eight-week train crew model technology solution throughout the business	Embed and integrate the eight-week train crew model with the long-term train crew demand and supply model
								● Eight-week forecast developed	
	12. Actively manage leave	Complete	✓	✓	✓		●	Completed testing of leave management tools within Queensland Rail	Recommendation complete

Next steps

Progress

Target date

2019

2018

2017

Initiative

Recommendation

Status

Clear objective

Dedicated resource

Plan in place

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date	Progress	Next steps
						2017	2018	2019
Workforce arrangements	17. Clarify responsibility for train crew forecasting	Complete	✓	✓	✓	●		Recommendation completed in March Quarter 2017
	18. Review all train crew responsibilities	Complete	✓	✓	✓	●		Validated and refined train crew accountabilities and processes
Workforce arrangements	6. Undertake near-term union negotiations	Partially complete	✓	✓	✓	●		Developed annual leave plan and commenced consultation regarding Master Roster 2
	8. Complete review of all crewing rules	Partially complete	✓	✓	✓	●		Validated crewing rules repository, enabling informed decision-making in planning for upcoming stress periods
Recruitment and training	10. Target a structural surplus of staff	In progress	✓	✓	✓		●	51 drivers and 158 guards completed training since October 2016 10 additional tutor drivers and 10 additional tutor guards completed training
	14. Open recruitment to external applicants	Complete	✓	✓	✓	●	●	Recommendation completed in September Quarter 2017
Recruitment and training	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓	●		Recommendation completed in September Quarter 2017
	16. Overhaul training program	In progress	✓	✓	✓	●	●	Commenced developing individualised driver training plans Commenced procurement process for new technology solution to track trainee progression and enable online assessment of training
New CEO	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	●	●	Recommendation completed in June Quarter 2017

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps	
						2017	2018	2019			
Organisation and culture	3. Revise mandate for projects organisation	In progress	✓	✓	✓				Developed scope	Any further work is likely to be impacted by the outcomes of the Integrated Public Transport Model Review and should be considered in this context	
	19. Refresh escalation practices	In progress	✓	✓	✓				Commenced targeted implementation of escalation processes awareness campaign	Continue staff engagement	
	20. Minimise executive absences at key times	Complete	✓	✓	✓				Recommendation completed in June Quarter 2017		
	21. Address practice of acting sideways	Complete	✓	✓	✓				Recommendation completed in June Quarter 2017		
	22. Overhaul organisational structure	In progress	✓	✓	✓				Redesigned structure of People and Culture function Introduced new Customer and Innovation function	Any further work is likely to be impacted by the outcomes of the Integrated Public Transport Model Review and should be considered in this context	
	26. Review leadership capabilities	In progress	✓	✓	✓				Completed Executive Leadership Team and Senior Leadership Team capabilities assessment	Review leadership assessment findings and further develop succession planning	
	31. Undertake a cultural change program	In progress	✓	✓	✓				Continued CEO engagement with the broader organisation as part of the initial stages of cultural transformation	Continue to implement transformation activities as part of business as usual for the organisation This program is likely to be impacted by the outcomes of the Integrated Public Transport Model Review	

● Safety function elevated to report directly to the 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

2019

2018

2017

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Target date	Progress	Next steps
Risk	24. Overhaul risk management practices	Complete	✓	✓	✓					Continued to implement online and face-to-face risk management training Internal Audit program now primarily outsourced to independent provider	Recommendation complete
Project delivery	2. Ensure project plans consider operations	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	4. Revise timetable readiness	In progress	✓	✓	✓	●				Developed a proposed framework for how operational readiness assessments for timetable changes should be managed and implemented	The framework will be a key input for the Integrated Public Transport Model Review Any further work to be considered in this context
Lean and reporting	13. Institute train crew reporting	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	23. Introduce lean management system	In progress	✓	✓	✓		●	●		Continued to engage stakeholders regarding scope, timing and implementation methodology for lean management	Finalise timing and implementation methodology for lean management
	27. Revise reporting to ELT, Board and Government	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	
	28. Overhaul communications to government	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	
	29. Reporting to Translink and public	In progress	✓	✓	✓	●				Continued to progress short-term initiatives to improve real-time communication with customers, including improving automated station announcements	Develop longer-term strategy for customer related initiatives upon commencement of the new EGM of Customer and Innovation
	30. Develop communications plan	Complete	✓	✓	✓					Recommendation completed in September 2017 Quarter	
Governance	32. Clarify reporting lines to Government	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	Subject to the outcomes of the Integrated Public Transport Model Review, further changes may be required

● 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		
Project collaboration	33. Clarify major project and timetable responsibilities	In progress	✓	✓	✓		●		Developed proposed framework to manage accountability for major capital projects and significant timetable changes	The framework will be a key input in to the Integrated Public Transport Model Review Any further work to be considered in this context
	34. Clarify program board structures	In progress	✓	✓	✓		●		Developed a proposed framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes.	The framework will be a key input in to the Integrated Public Transport Model Review Any further work to be considered in this context
Oversight	35. Provide independent oversight of progress	In progress							Conducted assurance activities for recommendations scheduled for completion in Quarter 4, 2017: 1, 12, 18 and 24. Completed assurance on plans for managing the summer school holiday stress period, including Christmas and New Year Completed assurance review of Queensland Rail's long-term forecasting model and eight-week train crew management plan Completed assurance on review of train crew responsibilities	Perform assurance on proposed Commonwealth Games timetable on upcoming milestones and recommendations Prepare March 2018 quarterly report on implementation progress
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓				Completed Stage 1 of the Integrated Public Transport Model Review	Government to consider findings of Stage 1 of the review
	36D. Undertake whole-of-business review	In progress	✓	✓	✓		●		Continued to monitor progress of immediate actions and recommendations	Undertake targeted reviews, where relevant, on actions completed by Queensland Rail

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

