

# Fixing the trains

Progress report

March Quarter 2018



# Foreword from the Minister

The *Fixing the trains* transformation program has now been underway for over 12 months. As at 31 March 2018, 18 of the 36 Queensland Rail Train Crewing Practices Commission of Inquiry (Strachan Inquiry) recommendations have been implemented.

This quarter, much of the focus has been on preparing for the Commonwealth Games. Queensland Rail and Department of Transport and Main Roads staff worked around the clock to ensure a reliable rail service for the duration of the event.

Managing timetable stress is an ongoing process, and Queensland Rail will continue to work with the Department of Transport and Main Roads and the Citytrain Response Unit to identify and plan for stress periods, ensuring customers receive advance and adequate notice of any changes to the timetable.

Since October 2016, 72 new drivers and 193 new guards have completed training (as at 31 March 2018). We are making progress but we have a way to go yet before we have sufficient train crew to return to a full-service timetable. Our focus on achieving this is unwavering and we will keep Queenslanders informed of our progress.

Our customers deserve a public transport system that is reliable and delivers a high-quality level of service, across all modes and geographies. I am continuing to work tirelessly with Queensland Rail, the Department of Transport and Main Roads and the Citytrain Response Unit to ensure we take the steps required to deliver better public transport outcomes for our customers.



A handwritten signature in black ink, appearing to read 'Mark Bailey', written over a white background.

**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 improved 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, and Queensland Rail has developed comprehensive plans for managing timetable stress in the lead up to, during and immediately following the Commonwealth Games.

Work is underway to identify any further anticipated stress periods for the remainder of 2018. The Citytrain Response Unit will continue to work with Queensland Rail to undertake assurance of plans to manage these stress periods and ensure the stability of the timetable is maintained.

Where changes to the timetable are required to manage stress and ensure a reliable service, customers will be given advance notice of these changes to ensure they can plan their journey with confidence.

### Phase 2: recover

Rail service reliability has remained consistent over the past three quarters, with more than 99 per cent of services delivered each quarter. This demonstrates the progress made by Queensland Rail towards improving operational planning over the short, medium and long term. For example Queensland Rail has:

- developed a new software solution to enhance short-term (eight weeks) and long-term (up to five years) train crew supply and demand forecasting
- established processes for ensuring an integrated approach to operational planning, taking into consideration other network activities such as special events and track maintenance requirements
- developed agreed protocols with the Department of Transport and Main Roads for managing both identified and unforeseen timetable stress periods.

Visual Reporting rooms now provide Queensland Rail's management teams with accessible data to support operational decision-making for both train service delivery and rollingstock maintenance activities.

### Phase 3: transform

The transformation and modernisation of Queensland Rail, and Queensland's public transport system more broadly, is a Queensland Government priority.

To achieve this, work is continuing to address the findings and recommendations of the Queensland Rail Whole-of-Business Review. Four of the recommendations have now been closed out, with a further five integrated into the existing Strachan Inquiry recommendations. The Citytrain Response Unit will continue to monitor Queensland Rail's progress in actioning the remaining recommendations in line with agreed timeframes.

From a whole-of-system perspective, and in line with Recommendation 36a-c, the Citytrain Response Unit has developed a recommended integrated public transport model for Queensland. The recommended model currently under consideration by Government is designed to deliver a customer-focused, world-class public transport system for all Queenslanders.



# Delivering for customers

## All hands on deck for the Commonwealth Games

Queensland Rail has worked around the clock to ensure visitors have access to safe, reliable and customer-friendly rail services for the Commonwealth Games. Key initiatives include:

- joining forces with the Queensland Police Service to roll out a comprehensive, multi-agency security approach which includes:
  - additional security personnel patrolling the network 24/7
  - additional bases for police at Helensvale and Nerang train stations
  - additional security cameras
  - extra security training for rail staff
- establishing rapid response hubs along the Gold Coast line to ensure response teams are in place to respond to any network issues in real time
- deploying more than 80 additional, temporary frontline customer service staff, many of whom are multilingual, to assist visitors travelling on the rail network
- training a further 210 customer service staff from key stations in multicultural customer service skills to support international visitors.

Extensive analysis has been undertaken to ensure sustainable rail service levels for the duration of the Games, enabling South East Queensland locals and visitors alike to plan their journey with confidence.

## New power substation boosts Queensland Rail’s inner city reliability

Queensland Rail has boosted the reliability of its inner-city network. The new electrical substation in Fortitude Valley, commissioned in February 2018, has effectively split Queensland Rail’s inner-city power supply into two – isolating Roma Street and Central stations from Fortitude Valley and Bowen Hills stations.

This reconfiguration will significantly boost the resilience and reliability of the inner-city network, ensuring at least one side

of the city network remains energised in the event of an unexpected power outage.

The new substation is the first to be added to the inner city network in more than a decade, and will support existing substations located at Roma Street and Mayne Yard in Bowen Hills.



# Transformation progress report

January - March 2018

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 1, 2018.

Targeted reviews this quarter focussed on:

- Queensland Rail's implementation of an eight week train crew planning process (Recommendation 11)
- Queensland Rail's use of Visual Reporting (Recommendation 23a)

## Recommendations and milestones due for completion in Quarter 1, 2018

Recommendation	Response	Citytrain Response Unit Comment
<b>Complete</b>		
<b>11. Institute eight week crew planning process</b>	Queensland Rail has implemented an Eight-week Train Crew Management Plan supported by a forecasting model, which has been successfully used to manage stress periods	The Citytrain Response Unit undertook a targeted review of the model and associated processes, finding it to be sufficiently robust to meet the intent of the recommendation
<b>23a (milestone). Implement visual reporting</b>	Queensland Rail has implemented Visual Reporting as a part of its ongoing progress towards the implementation of a 'Lean Management System'	The Citytrain Response Unit has reviewed evidence demonstrating that Visual Reporting is being used to inform key operational meetings and support data driven decision-making in Train Service Delivery and Rollingstock Maintenance
<b>Partially complete</b>		
<b>5a. Plans to address critical periods</b>	Queensland Rail successfully planned for and managed a number of timetable stress periods throughout 2017 and in early 2018	The Citytrain Response Unit will continue to monitor timetable stress periods throughout 2018 and work with Queensland Rail and Department of Transport and Main Roads to review mitigation plans
<b>6. Undertake near-term union negotiations</b>	Queensland Rail commenced consultation with industrial partners regarding Master Roster 2	Consultation and negotiations expected to be finalised by the end of June Quarter 2018
<b>8. Complete review of all crewing rules</b>	Queensland Rail finalised the consolidation of crewing rules and processes into a central repository	Registers to be updated pending the outcomes of Master Roster 2

Recommendation	Response	Citytrain Response Unit Comment
<b>In progress</b>		
<b>3. Revise mandate for projects organisation</b>	Queensland Rail has developed a scope for revising the mandate for projects within the organisation	The Citytrain Response Unit has identified that the mandate for projects within the organisation may be influenced by outcomes of the Integrated Public Transport Model Review. Any further work on Recommendation 3 will be considered in this context
<b>4. Revise timetable readiness process</b>	Queensland Rail has developed a framework for how it intends to manage and implement operational readiness assessments for timetable changes	The Citytrain Response Unit has identified Queensland Rail's framework as a key input into the Integrated Public Transport Model Review. Any further work on Recommendation 4 will be considered in this context
<b>22. Overhaul organisational structure</b>	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 Queensland Rail's organisational may be influenced by outcomes of the Integrated Public Transport Model Review. Any further work on Recommendation 22 will be considered in this context
<b>33. Clarify major project responsibilities</b>	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	The Citytrain Response Unit has identified the Department of Transport and Main Roads' framework as a key input into the Integrated Public Transport Model Review. Any further work on Recommendation 33 will be considered in this context
<b>34. Clarify program board structures</b>	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	The Citytrain Response Unit has identified the Department of Transport and Main Roads' framework as a key input into the Integrated Public Transport Model Review. Any further work on Recommendation 34 will be considered in this context





# 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

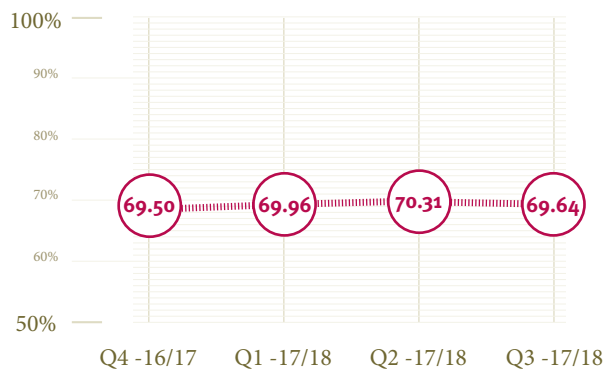
In planning	In progress	Partially complete	Complete
0	15	3	18

### Recruitment since October 2016 (as at 31 March 2018)

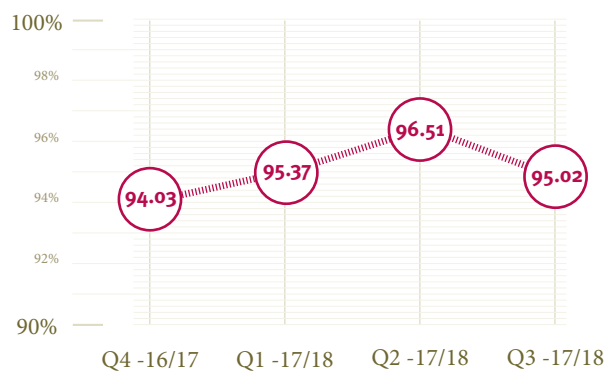
Train crew	Selected	Trained	Net increase*
Drivers	143	72	38
Guards	260	193	94

\* The total net increase takes into account attrition, and includes all fully qualified train crew including tutors and inspectors.

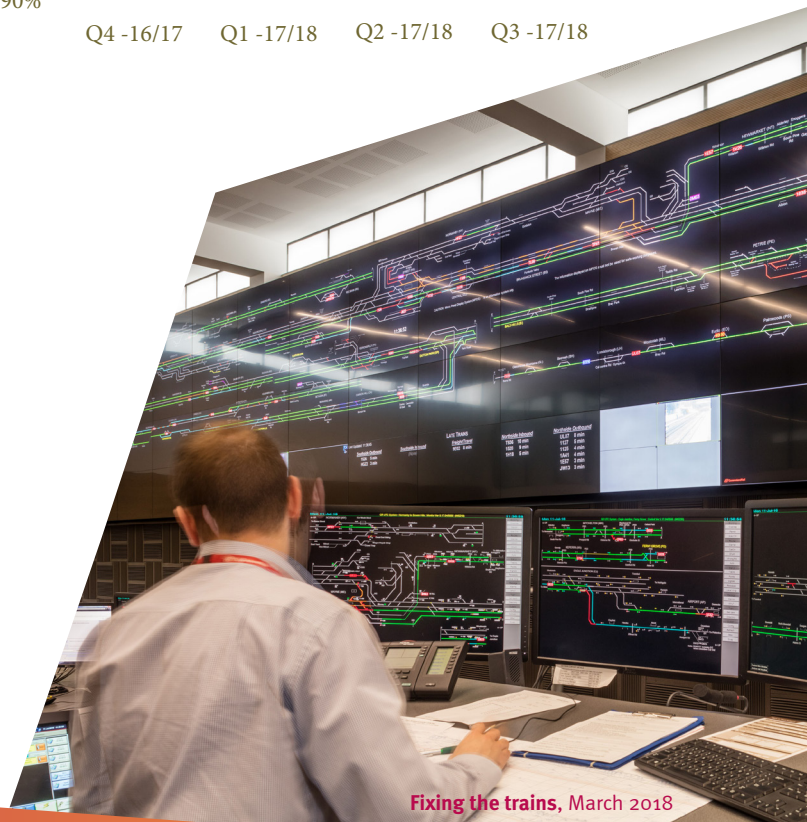
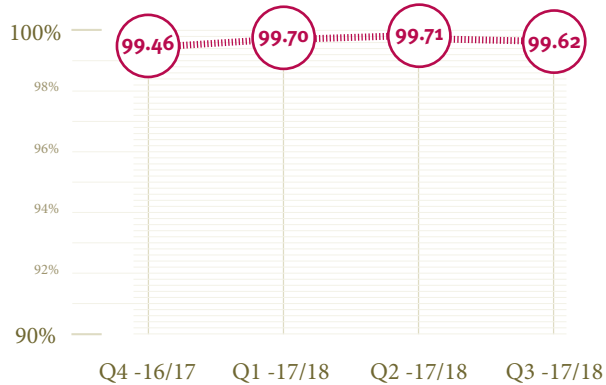
Graph 1 – Customer Satisfaction



Graph 2 – On-time Running



Graph 3 – 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		
<b>Forecasting</b>	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓		●	Recommendation completed in December Quarter 2017	
	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓			Finalised transport plan with the Department of Transport and Main Roads for the Commonwealth Games period	Ongoing management of the Commonwealth Games timetable stress period Confirm expected key stress periods for 2018
<b>Operational improvement</b>	7. Accelerate workforce system implementation	Complete	✓	✓	✓		●	Recommendation completed in September Quarter 2017	
	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	Complete	✓	✓	✓		●	Ongoing testing and finalisation of eight-week train crew planning process	Recommendation complete
								● Eight-week forecast developed	
	12. Actively manage leave	Complete	✓	✓	✓			Recommendation completed in December Quarter 2017	
	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	Recommendation complete

Next steps

Progress

2019

2018

2017

Plan in place

Dedicated resource

Clear objective

Status

Recommendation

Initiative

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Progress	Next steps
<b>Workforce arrangements</b>	6. Undertake near-term union negotiations	Partially complete	✓	✓	✓				Commenced consultation with industrial partners regarding Master Roster 2	Consultation and negotiations to be finalised by June Quarter 2018
	8. Complete review of all crewing rules	Partially complete	✓	✓	✓				Process for central repository of all crewing rules documented	Update registers to incorporate all rules agreed to as part of the Master Roster 2
	10. Target a structural surplus of staff	In progress	✓	✓	✓				72 drivers and 193 guards completed training since October 2016 (as at 31 March 2018)	Continue delivering the training and recruitment program to ensure the necessary train crew are delivered into supply Accelerate training options, where practical
<b>Recruitment and training</b>	14. Open recruitment to external applicants	Complete	✓	✓	✓	●			Recommendation completed in September Quarter 2017	
	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓				Recommendation completed in September Quarter 2017	
	16. Overhaul training program	In progress	✓	✓	✓				Individualised driver training plans now developed and used by tutors to deliver training Commenced pilot for new technology solution to track trainee progression and online assessment of training	Continue full implementation of new competency-based driver training program
<b>New CEO</b>	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	●			Recommendation completed in June Quarter 2017	
									End-to-end re-design of driver training program	

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	✓	✓	✓				Ongoing implementation of awareness campaign for escalation processes	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	✓	✓	✓				Appointed EGM Customer Service and Innovation	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	Develop draft diversity and talent attraction/retention strategies	
	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

2017

2018

2019

Initiative

Recommendation

Status

Clear objective

Dedicated resource

Plan in place

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Progress	Next steps
<b>Risk</b>	24. Overhaul risk management practices	Complete	✓	✓	✓				Recommendation complete in December Quarter	
	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
<b>Lean and reporting</b>	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 Implemented visual reporting in Rolling Stock Maintenance and Train Service Delivery	Finalise timing and implementation methodology for lean management
<b>Governance</b>	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 and list of customer related initiatives upon commencement of the new EGM of Customer & Innovation
<b>Governance</b>	30. Develop communications plan	Complete	✓	✓	✓				Recommendation completed in September 2017 Quarter	
	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

Next steps

Progress

Target date

Plan in place

Dedicated resource

Clear objective

Status

Recommendation

Initiative

		2017	2018	2019	
<b>Project collaboration</b>	33. Clarify major project and timetable responsibilities	✓	•		Developed proposed framework to manage accountability for major capital projects and significant timetable changes
	34. Clarify program board structures	✓	•		Developed a proposed framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes
<b>Oversight</b>	35. Provide independent oversight of progress				Completed assurance on Commonwealth Games timetable Performed ongoing assurance on various milestones and recommendations
		✓	•		Perform assurance on Master Roster 2 Perform ongoing assurance on various milestones and recommendations
					Prepare June 2018 quarterly report on implementation progress
<b>Reviews</b>	36A-C. Undertake review of transport governance	•			Government consultation regarding recommended model Commence detailed design of the recommended model
	36D. Undertake whole-of-business review	•	•		4 recommendations now complete 5 recommendations to be integrated with relevant Strachan Inquiry Recommendations

• Citytrain Response Unit established and Chair appointed

• First phase of review completed

