

Fixing the trains

Progress report

December Quarter 2019



Foreword from the Minister

As at the end of 2019, I am pleased with the progress made to implement the *Fixing the Trains* program.

This year Queensland Rail has restored a full service Citytrain timetable, delivering 8290 services per week, and is taking proactive steps to prepare for the future and support the ongoing reliability of the network.

Enhancements to the driver training program have supported a steady increase in qualified drivers throughout the year, and I am pleased to note that Queensland Rail has now achieved its target of 200 new drivers in supply. Since October 2016, 213 new drivers and 373 new guards are operating on the Citytrain network, with a further 90 drivers and 79 guards in training (as at 31 December 2019).

Although this is a significant milestone for Queensland Rail, I must stress that maintaining a sustainable pipeline of train crew remains a key priority to ensure the ongoing reliability of the network. Queensland Rail is working closely with the Department of Transport and Main Roads to determine future service level requirements and is establishing an appropriate schedule of training schools to ensure sufficient train crew are qualified to meet the increase in demand.

Throughout the coming year, I expect the *Fixing the trains* program to be completed, closing out the remaining 11 recommendations of the Queensland Rail Train Crewing Practices Commission of Inquiry.

I believe the progress made to date provides Queensland Rail a solid foundation to take the steps required to become a world-class operator. We will continue to support Queensland Rail as it delivers the remaining recommendations and undertakes organisation-wide transformation throughout 2020.



A handwritten signature in black ink, appearing to read 'Mark Bailey'.

Mark Bailey
Minister for Transport and Main Roads

Transformation program

The Strachan Inquiry set out 36 recommendations designed to **stabilise, recover** and **transform** South East Queensland's rail network. Of these 36 recommendations, 25 are complete, 5 are partially complete and the remaining 6 are in progress.

This quarterly report details the progress made between October and December 2019.

Program phases

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 service for Queensland.



Phase 1: stabilise

Throughout the quarter, Queensland Rail consistently achieved its on-time running and reliability targets, and no timetable downgrades were required over the Christmas and New Year period.

The Citytrain Response Unit will continue to work with Queensland Rail to ensure the ongoing reliability of the timetable throughout 2020.

Phase 2: recover

With many recruitment initiatives and driver training program improvements now in place, this quarter Queensland Rail achieved its target of 200 new drivers.

As at 31 December 2019, Queensland Rail has trained 213 new drivers and 373 new guards and achieved a net increase of 138 qualified drivers and 142 qualified guards, taking into account resignations and promotions to other operational positions (e.g. driver to tutor).

Throughout 2020, Queensland Rail will work with the Department of Transport and Main Roads to determine the future service levels required to support growth of the network. In line with these forecast requirements, an appropriate recruitment and training schedule will be developed to ensure a pipeline of qualified train crew is available to sustainably maintain the reliability of the network.

Phase 3: transform

Queensland Rail has realigned its organisation to better meet the needs of its South East Queensland customers and Regional Queensland customers. This work is being complemented by a cultural change program to promote transparency and accountability across all levels and embed a customer-first approach in all aspects of the business.

The Department of Transport and Main Roads and Queensland Rail are continuing work to establish improved governance arrangements and operating models for delivering major projects and significant timetable changes. These new arrangements will improve integration and efficiency between the two organisations in the delivery of major rail projects and significant timetable changes. This work is important for supporting the successful delivery and operationalisation of upcoming projects such as Cross River Rail and the European Train Control System.

Catching up with commuters

Queensland Rail launched the Commuter Catch-Ups (CCU) program in April 2017 to offer customers the opportunity to directly interact with employees, including Senior Management, and provide feedback on how to improve Queensland Rail's services.

Initially, a target was set to conduct a CCU at every one of Queensland Rail's 152 South East Queensland (SEQ) stations. This goal was achieved in December 2019 with a visit to Hendra station.

Since the program commenced in 2017, over 700 Queensland Rail employees have participated in 176 CCUs, engaging with over 14,800 customers and collecting more than 43,000 pieces of feedback.

Results to date for FY19-20 indicate some fantastic customer sentiment towards Queensland Rail services and stations, with top performing stations being Rothwell, Varsity Lakes and Banyo.

In 2020, Queensland Rail's Customer Experience Team has reviewed their approach for CCUs and recognised new ways to drive value for the business and customer out of this program.

The insights collected from CCUs and from other customer initiatives will inform continued business improvements.

The CCUs in the first half of 2020 will support the rollout of Customer Information Screens and the Partial Platform Raising Project. CCUs will be conducted at stations prior to scheduled work to assess satisfaction with information at the station or the level of accessibility. Following implementation, a second CCU will be used to measure the impact on customer satisfaction. This approach will help inform project planning and assist Queensland Rail to better understand customer needs.

CCU enhancements will also enable other business areas, such as Citytrain operations, to drill down on specific customer metrics and feedback collected from existing channels. With this new and more detailed information, Queensland Rail will be well positioned to plan service improvements which meet customer expectations and deliver realistic, and meaningful customer benefits.



Fixing the trains, December 2019



Transformation progress report

October - December 2019

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 being delivered appropriately and creating sustainable improvements for Queensland customers.

Targeted reviews for Quarter 4, 2019 focused on:

- supporting Queensland Rail in realigning its organisation and functions to better meet the need of discreet customer segments
- overseeing progress to improve the governance arrangements and operating models for delivering major projects and significant timetable changes.

Recommendations and milestones as at Quarter 4, 2019

Recommendation	Response	Citytrain Response Unit Comment
Partially complete		
3. Revise mandate for projects organisation	Queensland Rail and the Department of Transport and Main Roads are continuing to work together to establish more integrated and efficient governance and operational arrangements for the delivery of major projects and significant timetable changes.	The Citytrain Response Unit is monitoring development and implementation, providing feedback as delivery phases progress.
4. Revise timetable readiness		
33. Clarify major project and timetable responsibilities		
34. Clarify program board structures		
8. Complete review of all crewing rules	Training underway for managing registers of train crew rules and processes.	Queensland Rail will now update registers to incorporate all crewing rules and any future requirements.

Citytrain RESPONSE UNIT

Key metrics

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

Program progress indicators

Recommendations

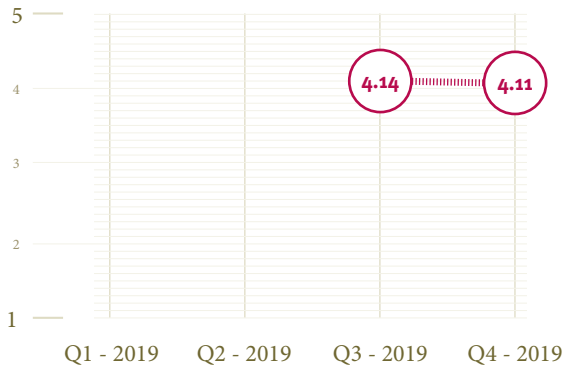
In planning	In progress	Partially complete	Complete
0	6	5	25

Recruitment since October 2016 (as at 31 December 2019)

Train crew	Selected	Trained	Net increase*
Drivers	299	213	138
Guards	500	373	142

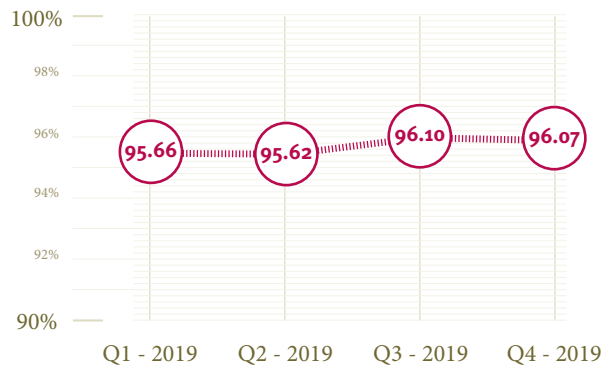
*The total net increase takes into account attrition, and includes all fully qualified train crew including tutors and inspectors.

Graph 1 – Customer Experience: Overall experience with the network



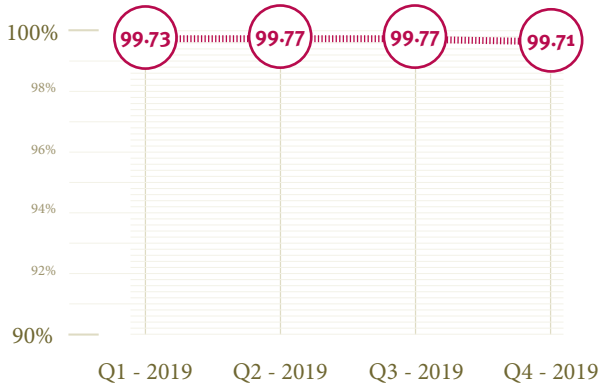
Source: TransLink PT Performance Dashboard

Graph 2 – On-time Running



Source: Queensland Rail website

Graph 3 – Services Delivered



Source: Queensland Rail website

Quarters are based on a calendar year, with Q1 being January-March, Q2 April-June, Q3 July-September and Q4 October-December.



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	2019		
Forecasting	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓				Recommendation completed in December Quarter 2017	
	5. Consider need for timetable adjustment	Complete	✓	✓	✓			●	Recommendation completed in March Quarter 2019	
Operational improvement	7. Accelerate workforce system implementation	Complete	✓	✓	✓			●	Recommendation completed in September Quarter 2017	
	9. Introduce train crew sectorisation	Complete	✓	✓	✓			●	Recommendation completed in June Quarter 2019	
	11. Institute eight-week crew planning process	Complete	✓	✓	✓			●	Recommendation completed in March Quarter 2018	
	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	✓	✓	✓			●	Recommendation completed in December Quarter 2017	

● Eight-week forecast developed

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps
						2017	2018	2019	2020		
Workforce arrangements	6. Undertake near-term union negotiations	Complete	✓	✓	✓			●		Recommendation completed in March Quarter 2019	
	8. Complete review of all crewing rules	Partially complete	✓	✓	✓			●		Developed a central repository of train crew rules and processes	Update registers to incorporate all crewing rules and any future requirements
	10. Target a structural surplus of staff	In progress	✓	✓	✓				●	Since October 2016 and as at 31 December 2019, 373 guards and 243 drivers have completed training	Monitor progress against targets and provide regular reporting to key stakeholders
Recruitment and training	14. Open recruitment to external applicants	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	● External recruitment for Queensland Rail-experienced drivers complete										
New CEO	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	16. Overhaul training program	In progress	✓	✓	✓	●		●		Implemented the new, sector qualified training program	Embed relevant training system improvement initiatives to achieve agreed average training durations
Organisation and culture	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	
	3. Revise mandate for projects organisation	Partially complete	✓	✓	✓		●	●		Integrated Operations Planning structure is now operational	Undertake consultation with stakeholders to ensure the implementation of this recommendation is in alignment with Recommendations 33 and 34
	● Integrated Operations Planning established										
Response Unit	19. Refresh escalation practices	Complete	✓	✓	✓			●		Recommendation completed in March Quarter 2019	
	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	

Initiative

Recommendation

Status

Clear objective

Dedicated resource

Plan in place

Target date

2017

2018

2019

2020

Next steps

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date	2017	2018	2019	2020	Next steps
	22. Overhaul organisational structure	Complete	✓	✓	✓		●		●		Recommendation completed in December Quarter 2019
						● Safety function elevated and training accountability transferred to Human Resources					
	26. Review leadership capabilities	Complete	✓	✓	✓		●	●	●		Recommendation completed in March Quarter 2019
						● Leadership capability review commenced ● Capabilities framework developed					
	31. Undertake a cultural change program	In progress	✓	✓	✓		●			●	Developed internal communications plans to support future culture change process Finalise cultural action plan to be delivered in line with ongoing organisation transformation initiatives
						● Cultural change program designed and commenced					
Risk	24. Overhaul risk management practices	Complete	✓	✓	✓		●				Recommendation completed in December Quarter 2017
Project delivery	2. Ensure project plans consider operations	Complete	✓	✓	✓		●				Recommendation completed in September Quarter 2017
	4. Revise timetable readiness	Partially complete	✓	✓	✓			●	●		Developed operational readiness framework which has been used to categorise and assess projects and timetable changes under current arrangements Ensure the operational readiness framework is in alignment with any operational model and structural changes required to implement Recommendations 33 and 34
						● Business readiness framework developed					

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps
						2017	2018	2019	2020		
Lean and reporting	13. Institute train crew reporting	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	23. Introduce lean management system	Complete	✓	✓	✓	●		●		Recommendation completed in March Quarter 2019	
											● Visual reporting in place
	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	✓	✓	✓	●				Successfully implemented various customer initiatives, including: <ul style="list-style-type: none"> ● Real time train information ● Wayfinding solutions for key locations 	Continue to implement Customer Communication Channel Strategy and supporting initiatives
											● Enhanced customer information
Governance	30. Develop communications plan	Complete	✓	✓	✓	●				Recommendation completed in September 2017 Quarter	
	32. Clarify reporting lines to Government	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	
Project collaboration	33. Clarify major project and timetable responsibilities	Partially complete	✓	✓	✓			●		Developed proposed framework to manage accountability for major capital projects and significant timetable changes	Test, refine and validate proposed framework/operating model prior to finalising approach
	34. Clarify program board structures	Partially complete	✓	✓	✓			●		Developed a proposed framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes	Validate framework and develop appropriate governance for implementing recommendation in consultation with stakeholders

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps		
						2017	2018	2019	2020				
Oversight	35. Provide independent oversight of progress	In progress	✓	✓	✓					<ul style="list-style-type: none"> Performed assurance on: <ul style="list-style-type: none"> 2019/20 Christmas holiday period work to improve governance and operating model arrangements for major projects and significant timetable changes Prepare March 2020 quarterly report on implementation progress 	<ul style="list-style-type: none"> Perform ongoing assurance on various milestones and recommendations Prepare March 2020 quarterly report on implementation progress 		
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓					<ul style="list-style-type: none"> Work continuing on governance arrangements, including commencement of implementation of a revised structure for Queensland Rail Recommendation completed in March Quarter 2019 	<ul style="list-style-type: none"> Continued implementation of revised governance arrangements 		
	36D. Undertake whole-of-business review	Complete	✓	✓	✓								

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

