



Transformation progress report

April - June 2020

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 2, 2020 focused on:

- ongoing assurance of Queensland Rail's cultural change program
- assuring the governance arrangements and operating models for delivering major projects and significant timetable changes.

Recommendations and milestones as at Quarter 1, 2020

Recommendation	Response	Citytrain Response Unit Comment
Complete		
3. Revise mandate for projects organisation	Queensland Rail and the Department of Transport and Main Roads have established integrated governance and operational arrangements for the delivery of major projects and significant timetable changes.	The outcomes of these recommendations provide critical input for addressing Recommendation 36.
4. Revise timetable readiness		
33. Clarify major project and timetable responsibilities		
34. Clarify program board structures		



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

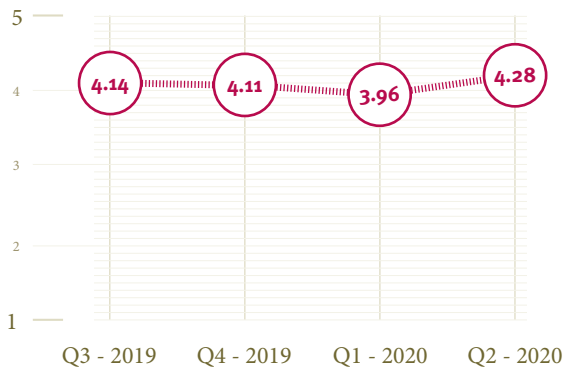
In planning	In progress	Partially complete	Complete
0	4	0	32

Recruitment since October 2016 (as at 31 December 2019)

Train crew	Selected	Trained	Net increase*
Drivers	314	258	167
Guards	519	465	214

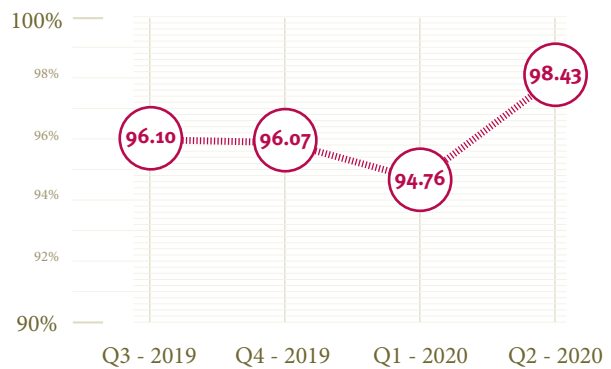
* The total net increase takes into account attrition, and includes all fully qualified train crew including tutors and inspectors.

Graph 1 – Customer Experience: Overall experience with the network



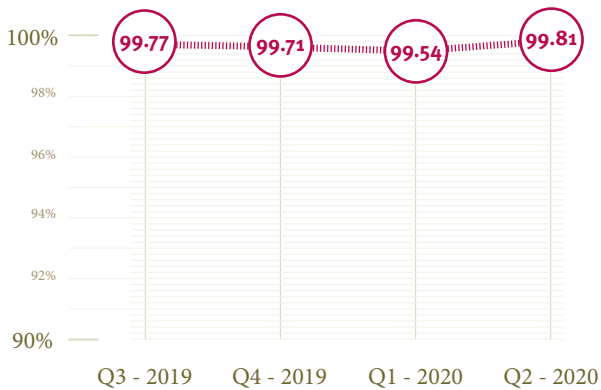
Source: TransLink PT Performance Dashboard

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	2020		
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	Complete	✓	✓	✓			●		Registers updated to incorporate all crewing rules	
	10. Target a structural surplus of staff	In progress	✓	✓	✓				●	Since October 2016 and as at 30 June 2020, 465 guards and 258 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	
	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
New CEO	16. Overhaul training program	Complete	✓	✓	✓	●			●	Recommendation completed in March Quarter 2020	
	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	
Organisation and culture	3. Revise mandate for projects organisation	Complete	✓	✓	✓		●			Accountabilities for the delivery of major projects agreed with the Department of Transport and Main Roads in line with Recommendations 33 and 34	Recommendation complete
	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	
									●	Integrated Operations Planning established	

● External recruitment for Queensland Rail-experienced drivers complete

● End-to-end re-design of driver training program

● Integrated Operations Planning established

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps
						2017	2018	2019	2020		
	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	Complete	✓	✓	✓	●			●	Recommendation completed in March Quarter 2020	
● 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	Complete	✓	✓	✓			●	●	Timetable readiness accountabilities and processes agreed with the Department of Transport and Main Roads in line with Recommendations 33 and 34	Recommendation complete
● Business readiness framework developed											
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	

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps
						2017	2018	2019	2020		
28. Overhaul communications to government	29. Reporting to Translink and public	Complete	✓	✓	✓	●				Recommendation completed in June Quarter 2017	Continue to implement Customer Communication Channel Strategy and supporting initiatives
		In progress	✓	✓	✓					<ul style="list-style-type: none"> Successfully implemented various customer initiatives, including: <ul style="list-style-type: none"> A Customer Response Team to provide timely and consistent information during significant incident and crisis events Continued roll-out of Customer Information Screens across the network to provide timely and accurate service information 	
● 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	Complete	✓	✓	✓			●		Finalised consultation with Queensland Rail and implemented integrated operating model for major capital projects and significant timetable changes	Recommendation complete
	34. Clarify program board structures	Complete	✓	✓	✓			●		Finalised consultation with Queensland Rail regarding the agreed governance framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes	Recommendation complete

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	✓	✓	✓					<p>Performed assurance on:</p> <ul style="list-style-type: none"> progress to date on Queensland Rail's organisation realignment the finalised governance and operating model arrangements for major projects and significant timetable changes 	<p>Perform ongoing assurance on various milestones and recommendations, noting that responsibility for the ongoing assurance of timetable sustainability has been handed over to Queensland Rail</p> <p>Prepare September 2020 quarterly report on implementation progress</p>
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓					<p>Work continuing on governance arrangements, including commencement of implementation of a revised structure for Queensland Rail</p>	<p>Oversight the implementation of Queensland Rail's revised structure and consider impact to governance arrangements, taking into consideration the outcomes of Recommendations 33 and 34</p>
	36D. Undertake whole-of-business review	Complete	✓	✓	✓					<p>Recommendation completed in March Quarter 2019</p>	

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

