

# Fixing the trains

Progress report

March Quarter 2020



# Foreword from the Minister

The first quarter of 2020 has brought many challenges for Queensland as we address the challenges of COVID-19.

Public transport remains an essential service for Queenslanders and I would like to acknowledge the ongoing efforts of Queensland Rail in ensuring customers are able to continue to safely access the services they need in this time of disruption.

Queensland Rail has maintained a customer focus as the organisation has adapted to new ways of operating to support the ongoing health and safety of both team members and customers. Some initiatives have included additional cleaning of rollingstock and stations, promoting physical distancing on platforms and in carriages and encouraging contactless and cashless ticket transactions.

Queensland Rail has continued to reliably operate the full service Citytrain timetable, providing vital transport services for essential workers. The decision was made to operate the full-service timetable, despite reduced patronage, in order to provide the best opportunity for physical distancing at stations and on each service.

New policies and procedures have also been implemented within the organisation to support the ongoing reliability of the Citytrain timetable.

At this time, I am pleased to advise that, with the appropriate social distancing measures in place, train crew training is continuing with 18 new qualified drivers entering service within the reporting period.

Since October 2016, 231 new drivers and 441 new guards are now operating on the Citytrain network, with a further 88 drivers and 26 guards in training (as at 31 March 2020). These train crew are being supported by an improved driver training program, and I am pleased to advise that Queensland Rail has been achieving the targeted training duration, bringing Queensland Rail into line with other world class operators.

To date, 27 of the 36 Strachan Inquiry recommendations have been completed and the Queensland Government remains committed to finalising the *Fixing the trains* program by the end of 2020. We will remain focused on implementing the remaining 9 recommendations and supporting Queensland Rail as it continues to undertake an organisation-wide transformation to ensure Queenslanders have access to a reliable and modern public transport network.



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, 27 are complete, 4 are partially complete and the remaining 5 are in progress.

This quarterly report details the progress made between January and March 2020.

## 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

No timetable downgrades were required this quarter. The Citytrain Response Unit will continue to work with Queensland Rail to ensure the ongoing reliability of the timetable throughout 2020.

### Phase 2: recover

Over the past two years, Queensland Rail has implemented a suite of driver training program improvements to better support a sustainable supply of drivers and target a nine-month training duration in line with Strachan Inquiry Recommendation 16.

The enhanced training program includes:

- Increased use of simulators to support on-track training
- Greater structure to route mentor rostering to better align with individual training plans
- Partial network qualification to enable drivers to commence operating services on specific segments of the network, prior to completing full-network qualifications

The successful implementation of the enhanced driver training program has enabled Queensland Rail to effectively reduce the average training duration to under 10 months.

Queensland Rail is continuing to work with the Department of Transport and Main Roads to determine future service level requirements and ensure a sustainable supply of train crew is available to meet the forecast increased demand.

### Phase 3: transform

Queensland Rail has realigned its organisation and functions to better meet the needs of its discrete customer segments - South East Queensland customers and Regional Queensland customers. A cultural change program is underway 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.

# Keeping our customers safe

With COVID-19 changing the way Queenslanders approach many daily tasks, Queensland Rail has adapted its business, placing emphasis on enhancing practices to maintain the health and safety of its customers and team members.

During this reporting period, Queensland Rail has operated the full Citytrain timetable providing critical transport services for essential workers. Operating a reliable full-service timetable with reduced patronage due to the impacts of COVID-19 provided the greatest opportunity for physical distancing at stations and on each service.

Maintaining a clean and safe environment for public transport customers is always a priority. To support the ongoing health and safety of its customers and team members, Queensland Rail has enhanced cleaning regimes on trains and at stations, including:

- Continuous disinfection of hard touch points throughout the day, including hand rails and door buttons.
- Fortnightly deep cleaning services to disinfect all surfaces, including train walls, doors, seats and glazing, sanitising large areas quickly with minimal downtime. This is in addition to regular surface cleaning, which is already undertaken multiple times per day.

- Increased number of team members employed to undertake strict cleaning regimes at stations, particularly focussed on high traffic locations during morning and afternoon peak times.
- Minimal handling of cash, with customers encouraged to top up go cards and purchase ticket using eftpos facilities. Team members are also assisting customers to setup online top ups via the TransLink website.

Queensland Rail will continue to work with the Department of Transport and Main Roads to monitor the COVID-19 situation and the advice of Queensland Health to ensure the rail network is the safest it can be for customers and staff.





# Transformation progress report

January - March 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 1, 2020 focused on:

- assuring the implementation of Queensland Rail's cultural change program in line with broader organisation transformation initiatives
- 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 1, 2020

| Recommendation   | Response  | Citytrain Response Unit Comment   |
|--|---|---|
| <b>Complete</b>  |   |   |
| 8. Complete review of all crewing rules                  | Queensland Rail has updated registers to incorporate all existing, revised and new crewing rules.   |   |
| 16. Overhaul training program                            | Queensland Rail has achieved targeted average training durations with improvement initiatives embedded in training program.   |   |
| 31. Undertake a cultural change program                  | Queensland Rail is implementing its cultural action plan in line with ongoing organisation transformation initiatives.  |   |
| <b>Partially complete</b>                                |   |   |
| 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                     |   |   |

# 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

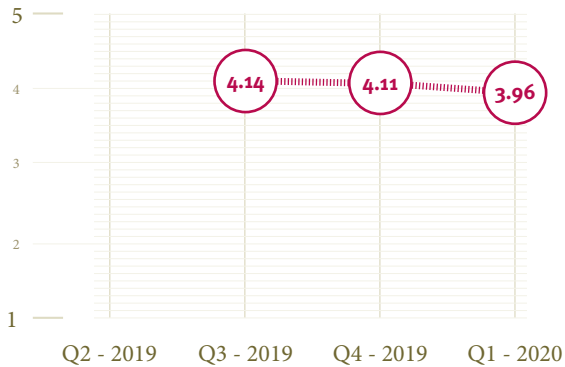
| In planning | In progress | Partially complete | Complete |
|-------------|-------------|--------------------|----------|
| 0           | 5           | 4                  | 27       |

## Recruitment since October 2016 (as at 31 December 2019)

| Train crew | Selected | Trained | Net increase* |
|------------|----------|---------|---------------|
| Drivers    | 314      | 231     | 145           |
| Guards     | 508      | 441     | 191           |

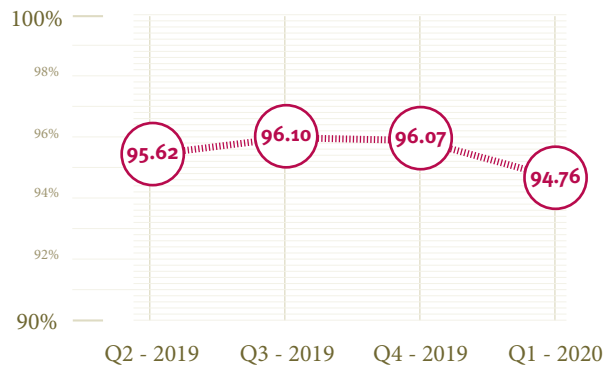
\*The total net increase takes into account attrition, and includes all fully qualified train crew including tutors and inspectors.

Graph 1 – Customer Experience: Overall experience with the network



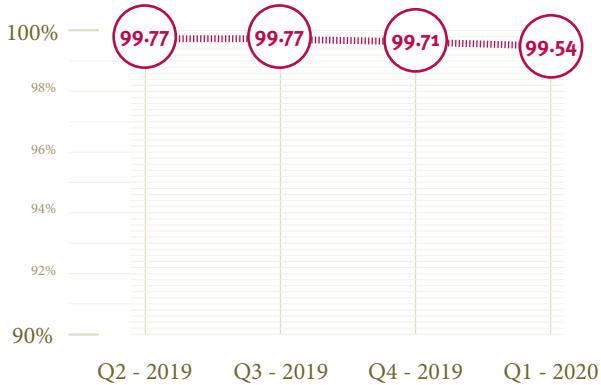
Source: TransLink PT Performance Dashboard

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 |          |  |
| <b>Forecasting</b>             | 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     |
| <b>Operational improvement</b> | 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 |   |  |
| <b>Workforce arrangements</b>   | 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 31 March 2020, 441 guards and 231 drivers have completed training  | Monitor progress against targets and provide regular reporting to key stakeholders |
|   | 14. Open recruitment to external applicants  | Complete           | ✓               | ✓                  | ✓             |             |      |      |      | Recommendation completed in September Quarter 2017  |  |
| <ul style="list-style-type: none"> <li>External recruitment for Queensland Rail-experienced drivers complete</li> </ul> |  |                    |                 |                    |               |             |      |      |      |   |  |
| <b>Recruitment and training</b>   | 15. Stabilise recruitment and training intakes   | Complete           | ✓               | ✓                  | ✓             |             |      |      |      | Recommendation completed in September Quarter 2017  |  |
|   | 16. Overhaul training program  | Complete           | ✓               | ✓                  | ✓             |             |      |      |      | Targeted average training durations achieved with improvement initiatives embedded in training program                                      | Recommendation complete  |
| <ul style="list-style-type: none"> <li>End-to-end re-design of driver training program</li> </ul>                       |  |                    |                 |                    |               |             |      |      |      |   |  |
| <b>New CEO</b>  | 25. Recruit new CEO with suitable attributes   | Complete           | ✓               | ✓                  | ✓             |             |      |      |      | Recommendation completed in June Quarter 2017   |  |
| <b>Organisation and culture</b>   | 3. Revise mandate for projects organisation  | Partially complete | ✓               | ✓                  | ✓             |             |      |      |      | Commenced consultation with stakeholders to ensure the implementation of this recommendation is in alignment with Recommendations 33 and 34 | Finalise stakeholder consultation and prepare to close out recommendation          |
|   | <ul style="list-style-type: none"> <li>Integrated Operations Planning established</li> </ul> |                    |                 |                    |               |             |      |      |      |   |  |
|   | 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**      **Progress**      **Next steps**

|  |   |   |   |   |  | 2017 | 2018 | 2019 | 2020 |  |   |
|--|---|---|---|---|--|------|------|------|------|--|---|
| <b>22. Overhaul organisational structure</b>   | Complete  | ✓ | ✓ | ✓ |  | ●    |      | ●    |      | Recommendation completed in December Quarter 2019  |   |
|  | ● Safety function elevated and training accountability transferred to Human Resources |   |   |   |  |      |      |      |      |  |   |
|  | Complete  | ✓ | ✓ | ✓ |  | ●    | ●    | ●    |      | Recommendation completed in March Quarter 2019   |   |
| <b>26. Review leadership capabilities</b>      | Complete  | ✓ | ✓ | ✓ |  | ●    | ●    | ●    |      | Recommendation completed in March Quarter 2019   |   |
|  | ● Leadership capability review commenced<br>● Capabilities framework developed        |   |   |   |  |      |      |      |      |  |   |
| <b>31. Undertake a cultural change program</b> | Complete  | ✓ | ✓ | ✓ |  | ●    |      |      | ●    | Finalised cultural action plan, being delivered in line with ongoing organisation transformation initiatives   | Recommendation complete                                       |
|  | ● Cultural change program designed and commenced                                      |   |   |   |  |      |      |      |      |  |   |
| <b>Risk</b>                                    | Complete  | ✓ | ✓ | ✓ |  | ●    |      |      |      | Recommendation completed in December Quarter 2017  |   |
|  | Complete  | ✓ | ✓ | ✓ |  | ●    |      |      |      | Recommendation completed in September Quarter 2017   |   |
| <b>Project delivery</b>                        | Complete  | ✓ | ✓ | ✓ |  |      |      |      |      | Commenced consultation with stakeholders to ensure the implementation of this recommendation is in alignment with any operational model and structural changes required to implement Recommendations 33 and 34 | Finalise consultation and prepare to close out recommendation |
|  | Partially complete  | ✓ | ✓ | ✓ |  |      | ●    | ●    |      |  |   |
| ● Business readiness framework developed       |   |   |   |   |  |      |      |      |      |  |   |

| Initiative                | Recommendation                                    | Status      | Clear objective | Dedicated resource | Plan in place | Target date |      |      |      | Progress  | Next steps   |  |
|---------------------------|---|-------------|-----------------|--------------------|---------------|-------------|------|------|------|---|--|--|
|                           |   |             |                 |                    |               | 2017        | 2018 | 2019 | 2020 |   |  |  |
| <b>Lean and reporting</b> | 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"> <li>• A Customer Response Team to provide timely and consistent information during significant incident and crisis events</li> <li>• Continued roll-out of Customer Information Screens across the network to provide timely and accurate service information</li> </ul> | Continue to implement Customer Communication Channel Strategy and supporting initiatives |  |
|                           | ● Enhanced customer information                   |             |                 |                    |               |             |      |      |      |   |  |  |
| <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   |  |  |

| Initiative                   | Recommendation   | Status             | Clear objective | Dedicated resource | Plan in place | Target date |      |      |      | Progress  | Next steps   |
|------------------------------|--|--------------------|-----------------|--------------------|---------------|-------------|------|------|------|---|--|
|                              |  |                    |                 |                    |               | 2017        | 2018 | 2019 | 2020 |   |  |
| <b>Project collaboration</b> | 33. Clarify major project and timetable responsibilities | Partially complete | ✓               | ✓                  | ✓             |             |      | ●    |      | Commenced detailed design of the agreed operating model to deliver major capital projects and significant timetable changes   | Prepare to implement operating model and close out recommendation  |
|                              | 34. Clarify program board structures                     | Partially complete | ✓               | ✓                  | ✓             |             |      | ●    |      | Commenced detailed design of the agreed governance framework for clarifying program board structures in relation to the delivery of major projects and significant timetable changes  | Finalise design and prepare to close out recommendation  |
|                              | 35. Provide independent oversight of progress            | In progress        | ✓               | ✓                  | ✓             | ●           |      |      |      | Performed assurance on: <ul style="list-style-type: none"> <li>timetable sustainability and reliability for Christmas holiday period</li> <li>progress to date on Queensland Rail's organisation realignment</li> <li>work to improve governance and operating model arrangements for major projects and significant timetable changes</li> </ul> | 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<br>Prepare June 2020 quarterly report on implementation progress |
| <b>Reviews</b>               | 36A-C. Undertake review of transport governance          | In progress        | ✓               | ✓                  | ✓             | ●           |      |      |      | Work continuing on governance arrangements, including commencement of implementation of a revised structure for Queensland Rail   | 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  |
|                              | 36D. Undertake whole-of-business review                  | Complete           | ✓               | ✓                  | ✓             | ●           |      | ●    |      | Recommendation completed in March Quarter 2019  |  |
|                              |  |                    |                 |                    |               |             |      |      |      |   |  |

● Citytrain Response Unit established and Chair appointed

