Fixing the trains

Final report

December Quarter 2020

Queensland
Government

Foreword from the Minister

I am pleased to present the final Fixing the trains progress report. Since March 2017, Queensland Rail, the Department of Transport and Main Roads, and the Citytrain Response Unit have been working to implement initiatives across the rail portfolio to improve service reliability, better integrate governance and delivery, and enhance customer outcomes.

Key achievements include:
- Stabilising the Citytrain network operations and in July 2019, returning to a full-service timetable and increasing services again in March 2020
- Successfully delivering public transport services for the 2018 Commonwealth Games
- Improving train crew recruitment practices to ensure the supply of train crew will meet current and future demand
- Overhauling the training program, including delivery of train drivers into supply in 10 months
- Restructuring Queensland Rail to improve focus on performance and increase focus on customer outcomes

With the implementation of the Strachan Inquiry recommendations and the customer initiatives outlined in the Fixing the trains program, I am confident that Queenslanders are benefiting from improved rail services. However, I also acknowledge that we still have some way to go to realise the aspiration to deliver not only a world class rail service, but a world class public transport service. It is for this reason that Recommendation 36a-c remains open.

Given the changing context for public transport in South East Queensland including changed travel patterns as a result of COVID-19; the impending delivery of major projects including Cross River Rail, the European Train Control System and the Brisbane Metro, it is appropriate that in the coming year we undertake a review of current public transport arrangements and consider the long-term arrangements required to best meet the needs of Queenslanders.

The Palaszczuk Government remains committed to delivering the public transport infrastructure and services that Queenslanders expect and deserve. We will remain vigilant of risks and learn from our experiences and those of other jurisdictions. We will continue to pursue opportunities to improve integration and enhance service delivery.

I would like to personally thank Citytrain Response Unit Chair, Jacqui Walters, and the team for supporting the successful delivery of the Recommendation. I would also like to thank the leadership teams from Queensland Rail and the Department of Transport and Main Roads for their ongoing efforts to deliver the necessary improvements. Finally, I would like to thank Phillip Strachan for undertaking the Queensland Rail Train Crewing Practices Commission of Inquiry which identified the required changes to the management and delivery of rail services to ensure reliable delivery of rail services in Queensland.

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, 35 are complete. Recommendation 36a-c remains open, pending further review of the current and future requirements of Queensland's public transport network.

This quarterly report details the progress made between October and December 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

Queensland Rail has developed the tools and capabilities to effectively predict and manage timetable stress.

No timetable downgrades were required this quarter.

Phase 2: recover

In line with the Strachan Inquiry recommendations, Queensland Rail has implemented improved train crew recruitment and training practices.

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

Following the realignment of its organisation and functions to better meet the needs of its discrete customer segments, Queensland Rail is continuing to implement a cultural change program to promote transparency and accountability across all levels and embed a customer-first approach in all aspects of the business.

Improved governance arrangements and operating models for delivering major projects and significant timetable changes are being implemented between the Department of Transport and Main Roads and Queensland Rail to improve integration and efficiency.

However, further work is required to ensure Queensland's public transport arrangements are suitable for supporting the successful delivery and operation of forthcoming network changes including Cross River Rail, the European Train Control System, the Brisbane Metro and a possible Olympic bid. Although some improvements have been realised through the delivery of the Fixing the trains program, greater integration between public transport agencies would better support the long-term success of these projects and deliver superior customer outcomes.

Key achievements since October 2016

| February 2017 | Stabilised rail services. Expanded trainee driver and guard schools with 40 guards and 25 trainee drivers. Developed five-year demand and supply forecast for drivers and guards. |

| June 2017 | Implemented a range of improved train crew management practices, including an eight-week traincrew management plan based on forecast traincrew demand and supply. |

| September 2017 | Opened train crew recruitment to external candidates. Launched a range of improvements to the driver and guard training programs. |

| December 2017 | Delivered a range of improvements to the management of driver and guard leave which supported the successful delivery of services during the Christmas and New Years periods. |

| April 2018 | Successfully delivered Commonwealth Games services. |

| October 2018 | 200 new guards trained. |

| July 2019 | Returned to a full-service timetable. |

| December 2019 | 200 new drivers trained. |

| December 2019 | Implemented Queensland Rail organisational realignment. |

| March 2020 | Queensland Rail added an additional 32 weekly service to the timetable and achieved target training durations. |

| June 2020 | Finalised the integrated governance and operational arrangements for timetabling and major projects. |

| September 2020 | Finalisation of a structural surplus of traincrew. |

| December 2020 | Queensland Rail has finalised a range of improvements in communication with both customers and TransLink. |

New screens to improve customer experience

In line with Recommendation 29, Queensland Rail has continued to deliver initiatives to improve communication with TransLink and customers. These initiatives have included investing in training for customer service staff, improving business processes and upgrading software systems.

Through interactions with customers, Queensland Rail has identified that access to consistent and accurate real-time information is key to improving the customer experience. As a result, a program of work has been undertaken to expedite the delivery of new customer information screens across the South East Queensland network.

Throughout 2020 new screens have been installed at Alderley, Newmarket, Yeerongpilly, Morayfield and Strathpine with the stations across the remainder of the network being prioritised based on factors including integration with Cross River Rail, alignment with Queensland Rail's Station Accessibility Program and overall customer impact.

Queensland Rail has also been considering opportunities to trial new screen technology across the SEQ network. Electronic displays are being investigated for smaller stations that currently do not have real-time information screens. These types of screens are being trialled by TransLink at Kippa-Ring and Cleveland stations to inform bus drivers of late running trains, therefore supporting a more integrated approach to public transport service delivery and improving the overall customer experience.

Future developments will include additional screen designs and software upgrades to ensure accurate, timely and consistent information is available for customers at stations and through online channels.

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Transformation progress report

September – December 2020

The Citytrain Response Unit worked 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 Quarters 3 & 4, 2020 focused on:

- ongoing assurance of Queensland Rail's cultural change program

- assurance of initiatives implemented to improve reporting to TransLink and the public (Recommendation 29)

- assurance of Recommendation 10, targeting a structural surplus of traincrew

- review of current public transport arrangements in line with the intent of Recommendation 36a-c, taking into consideration changes to public transport since the Strachan Inquiry.

For Recommendation 10, Queensland Rail has completed a review of the appropriate target for structural surplus. The initial target set in the Strachan Inquiry, to deliver the timetable without the systematic reliance on overtime would significantly increase Traincrew cost through increases in unproductive shifts for traincrew. The target set by Queensland Rail is consistent with other jurisdictions and maintains the reliability of the service, thus meeting the intent of the recommendation. This approach minimises the overall traincrew cost.

Recommendations and milestones as at Quarter 1, 2020

Recommendation	Response	Citytrain Response Unit Comment
Complete		
10. Target a structural surplus of staff	Queensland Rail has demonstrated the ability to meet the revised structural surplus target.	The Citytrain Response Unit has reviewed Queensland Rail's report into the appropriate structural surplus target and agrees with the target approved by their Board.
29. Reporting to TransLink and public	A suite of improvements has been delivered to improved both the quality and timeliness of the information provided to customers when operational issues arise	
35. Provide independent oversight of progress	This recommendation is being closed out in line with the completion of the Fixing the trains program	Recommendation 36a-c remains open. The Citytrain Response Unit recommends that a further review be undertaken, building on the work completed by the CRU, to consider how greater integration across the public transport cluster can be achieved to support the successful delivery of public transport projects and services into the future.

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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	1	0	35

Recruitment since October 2016 (as at 31 October 2020)

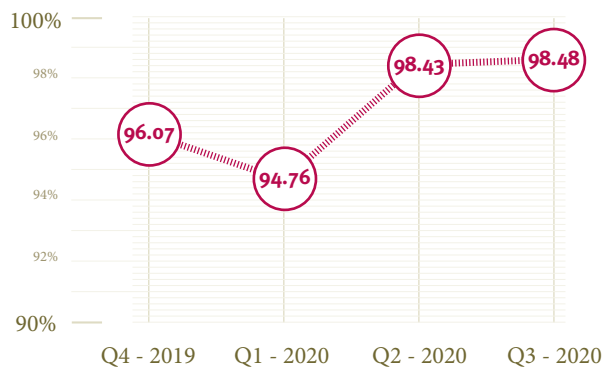| Train crew	Selected	Trained	Net increase*
Drivers	341	289	193
Guards	582	485	203

*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
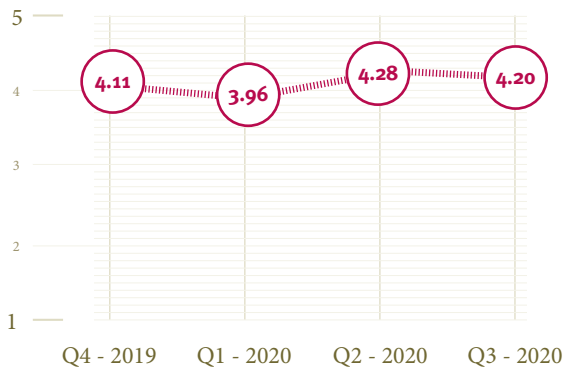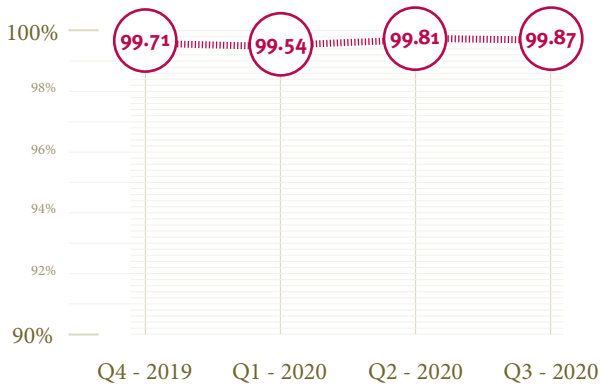

Source: TransLink PT Performance Dashboard

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 2017	2018	2019	2020	Progress	Next steps
Forecasting	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓	●				Recommendation completed in December Quarter 2017	
Timetable	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	✓	✓	✓	● (Eight-week forecast developed)	●			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	

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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	
Recruitment and training	10. Target a structural surplus of staff	Complete	✓	✓	✓				●	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
	14. Open recruitment to external applicants	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	● External recruitment for Queensland Rail-experienced drivers complete										
	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓	●				Recommendation completed in September Quarter 2017	
	16. Overhaul training program	Complete	✓	✓	✓	●			●	Recommendation completed in March Quarter 2020	
	● End-to-end re-design of driver training program										
New CEO	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
	● Integrated Operations Planning established										
	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	

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	2020	Progress	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	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										

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	2020	Progress	Next steps
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	Complete	✓	✓	✓	●			●	Successfully implemented various customer initiatives, including: • 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	

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date (2017 / 2018 / 2019 / 2020)	Progress	Next steps
Project collaboration	33. Clarify major project and timetable responsibilities	Complete	✓	✓	✓	2019	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	✓	✓	✓	2019	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
Oversight	35. Provide independent oversight of progress	Complete	✓	✓	✓	2017 (first phase) / 2020	Performed assurance on: • Queensland Rail's cultural change program • Recommendation 29 - initiatives to improve reporting to TransLink and the public • Recommendation 10, targeting a structural surplus of traincrew	
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓	2020	The Citytrain Response Unit has completed a progress review on the implementation of Recommendation 36 a-c	The Citytrain Response Unit has recommended Queensland Government undertake a review 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	✓	✓	✓	2017 / 2019	Recommendation completed in March Quarter 2019	

• Citytrain Response Unit established and Chair appointed

• First phase of review completed