

Fixing the trains

Progress report

June Quarter 2018

Foreword from the Minister

Through the implementation of the *Fixing the trains* transformation program, we have seen progress made in stabilising rail operations, and restoring service reliability on the Citytrain network.

During the Commonwealth Games in April, Queensland Rail demonstrated efficiency and reliability, successfully delivering more than 3000 services on the Gold Coast Line alone, over the 11-day period. This included up to 8 trains per hour during peak periods, with on-time running results averaging 98 per cent throughout the Games period.

I commend both Queensland Rail and the Department of Transport and Main Roads on their efforts to operate an integrated and effective public transport system, enhancing the Commonwealth Games experience for visitors, athletes and residents alike.

I am also pleased to advise that our customers are starting to see the benefits of the additional 40 train drivers now operating on the Citytrain network. In July, for the first time in over 18 months, we will be able to maintain service levels throughout a school holiday stress period.

I must emphasise however, that we still have work to do. We do not yet have sufficient train crew to enable the return to a full-service timetable, and there are 18 recommendations of the Queensland Rail Train Crewing Practices Commission of Inquiry (Strachan Inquiry) still to be implemented. We cannot—and will not—become complacent.



The Palaszczuk Government committed to fixing the trains and transforming public transport to deliver better outcomes for Queenslanders. I will continue to work with Queensland Rail, the Department of Transport and Main Roads, and the Citytrain Response Unit to deliver our customers a modern, efficient and reliable public transport system that meets their needs now and into the future.

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

Mark Bailey

Minister for Transport and Main Roads

Transforming rail

We are continuing to deliver on our plan for *Fixing the trains* and transforming Queensland's public transport system to better meet the needs of our customers.

We remain focussed on 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 Queensland Rail's organisational capability to support the delivery of a modern, efficient railway.

Most importantly, our commitment to improving customer-focus in Queensland Rail, and across the public transport system, is unwavering.

This quarterly report details the progress made between April 2018 and June 2018 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

Queensland Rail successfully delivered a reliable timetable, across the Citytrain network, for the duration of the Commonwealth Games in April 2018. This demonstrates Queensland Rail's improving capability to accurately identify and manage stress to deliver a reliable timetable in the lead up to, during and immediately following the event.

The July school holidays, including State of Origin III, is the next identified stress period. For the first time in over 18 months, a timetable adjustment will not be required to manage stress on the network as proactive train crew management and increase in train drivers enables the current timetable to remain in place.

The Citytrain Response Unit is continuing to work with Queensland Rail to identify and plan appropriately for upcoming stress periods in the remainder of 2018 and into 2019.

Phase 2: recover

Efforts to recruit and train additional train crew over the past 18 months has enabled Queensland Rail to manage the July school holiday stress period without the requirement for timetable adjustment.

Since October 2016, Queensland Rail has trained an additional 85 drivers, with a net increase of 40 and trained an additional 210 guards, with a net increase of 93. While these additional train crew are enabling the delivery of a sustainable and reliable timetable, there is still insufficient train crew available to support an increase in services at this time.

Queensland Rail will continue to implement initiatives to reduce training durations, targeting a nine month training program as recommended by the Strachan Inquiry.

The Citytrain Response Unit is continuing to work with Queensland Rail to ensure training initiatives and retention strategies are appropriately designed and implemented to support the recovery of the organisation and deliver a reliable rail service for customers.

Phase 3: transform

The modernisation and transformation of Queensland Rail, and the broader public transport system remains a Queensland Government priority.

In line with Recommendation 36A-C of the Strachan Inquiry, the Citytrain Response Unit has developed a recommended integrated public transport model for Queensland. The recommended model, which remains under consideration by Government, is designed to deliver a world-class public transport system, ensuring the best possible outcomes for our customers across modes and geographies.

Delivering for customers

Integrated transport solution delivers Commonwealth Games success

Following many months of intense planning and preparation, south-east Queensland's public transport system played an integral role in the overall success of the Gold Coast 2018 Commonwealth Games (GC2018).

Over the course of the event, more than 5.5 million trips were taken across all modes in the public transport network. Increased services, seamless connections and free transport for ticketed spectators helped deliver this record number of journeys.

Despite increased strain on the network due to the ongoing train crew shortage and requirement to operate 24/7 services, Queensland Rail successfully delivered more than 3000 services on the Gold Coast Line alone over the 11 day event, with an on-time running average above 98 per cent.

The success of the public transport system in supporting the delivery of the GC2018 is a testament to the cooperation and coordination between the Department of Transport and Main Roads and service providers, including Queensland Rail. It demonstrated capability in delivering an integrated, efficient and reliable public transport system.

While it is acknowledged that the GC2018 was a one-off special event, the lessons learnt regarding service planning and improved integration and coordination between modes provide valuable insights into how Queensland's current public transport system could be enhanced to deliver better outcomes for customers.





Transformation progress report

April – June 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 2, 2018.

Targeted reviews this quarter focused on:

- Queensland Rail's forecasting and planning for the upcoming July school holiday stress period
- Queensland Rail's training initiatives and retention strategies (still in progress)

Recommendations and milestones due for completion in Quarter 2, 2018

Recommendation	Response	Citytrain Response Unit Comment
Complete		
No new recommendations were assured as being completed in Quarter 2, 2018		
Partially complete		
5a. Plans to address critical periods	Queensland Rail successfully planned for and managed the Commonwealth Games stress period	Queensland Rail to identify and plan appropriately for upcoming stress periods The Citytrain Response Unit will continue to monitor timetable stress periods for the remainder of 2018 and into 2019, and work with Queensland Rail to review mitigation plans, where required
6. Undertake near-term union negotiations	Queensland Rail has reached agreement with industrial partners to implement Master Roster 2, including associated meal breaks, by no later than February 2019	Queensland Rail will develop an implementation plan for Master Roster 2. This will be assured and monitored by the Citytrain Response Unit
8. Complete review of all crewing rules and processes	Queensland Rail finalised the consolidation of current crewing rules and processes into centralised registers	Registers to be updated pending the outcomes of Master Roster 2

Recommendation	Response	Citytrain Response Unit Comment
In progress		
3. Revise mandate for projects organisation	Queensland Rail has developed a scope for revising the mandate for projects within the organisation	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work will be considered in this context
4. Revise timetable readiness process	Queensland Rail has developed a framework for how it intends to manage and implement operational readiness assessments for timetable changes	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work will be considered in this context
22. Overhaul organisational structure	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	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work will be considered in this context
26. Review leadership capabilities	Queensland Rail has completed a capabilities assessment for both the Executive and Senior Leadership teams	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work will be considered in this context
33. Clarify major project responsibilities	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	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work will be considered in this context
34. Clarify program board structures	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	This recommendation may be impacted by the outcomes of the Integrated Public Transport Model Review (Recommendation 36a-c). Any further work 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 reports quarterly on these performance indicators.

Program progress indicators

Recommendations

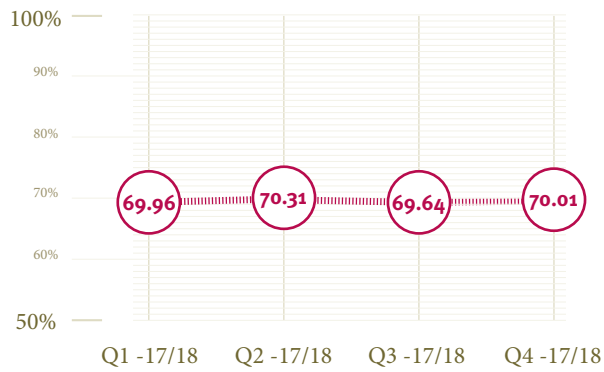
In planning	In progress	Partially complete	Complete
0	15	3	18

Recruitment since October 2016 (as at 30 June 2018)

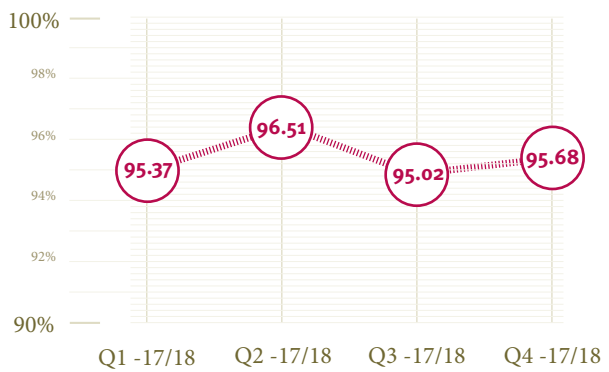
Train crew	Selected	Trained	Net increase*
Drivers	160	85	40
Guards	296	210	93

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

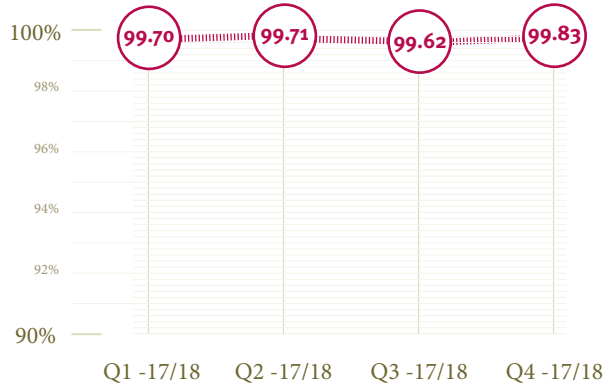
Graph 1 – Customer Satisfaction



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		
Forecasting	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓		●	Recommendation completed in December Quarter 2017	
	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓	●		Managed Commonwealth Games timetable stress period Developed plans for managing July school holiday stress period – no downgrade required	Undertake stress testing for EKKA stress period and develop management plans, if required Ongoing identification and management of timetable stress periods
Operational improvement	7. Accelerate workforce system implementation	Complete	✓	✓	✓	●		Recommendation completed in September Quarter 2017	
	9. Introduce train crew sectorisation	In progress	✓	✓			●	Continued development of train crew sectorisation strategy and implementation approach	Progress work to finalise sectorisation strategy and implementation approach
	11. Institute eight-week crew planning process	Complete	✓	✓	✓	●		Recommendation completed in March Quarter 2018	
● 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	✓	✓	✓	●		Recommendation completed in December Quarter 2017	

Initiative Recommendation Status Clear objective Dedicated resource Plan in place Target date Progress Next steps

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Progress	Next steps
Workforce arrangements	6. Undertake near-term union negotiations	Partially complete	✓	✓	✓				Reached agreement with industrial partners to implement Master Roster 2, including associated meal breaks, by no later than February 2019	Develop implementation plan for Master Roster 2
	8. Complete review of all crewing rules	Partially complete	✓	✓	✓				Training underway for managing registers of train crew rules and processes	Update registers to incorporate all rules and processes agreed as part of Master Roster 2
	10. Target a structural surplus of staff	In progress	✓	✓	✓				As at 30 June 2018, 85 drivers and 210 guards have completed training since October 2016	Continue delivering the training and recruitment program to ensure the necessary train crew are delivered into supply Accelerate training options, where practical
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	
	16. Overhaul training program	In progress	✓	✓	✓				Implemented new planning and allocation tool for tutors and trainees Implemented online solution to track and assess trainees	Continue full implementation of new competency-based driver training program Roll out tutor development and upskilling program
New CEO	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓				Recommendation completed in June Quarter 2017	
	3. Revise mandate for projects organisation	In progress	✓	✓	✓				Developed scope	Any further work to be considered in the context of the Integrated Public Transport Model Review (Recommendation 36a-c)
	19. Refresh escalation practices	In progress	✓	✓	✓				Ongoing implementation of awareness campaign for escalation processes	Continue staff engagement
Organisation and culture	20. Minimise executive absences at key times	Complete	✓	✓	✓				Recommendation completed in June Quarter 2017	

● External recruitment for Queensland Rail-experienced drivers complete

● 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		
21. Address practice of acting sideways	Complete	✓	✓	✓	✓	●		Recommendation completed in June Quarter 2017	Any further work to be considered in the context of the Integrated Public Transport Model Review (Recommendation 36a-c)
22. Overhaul organisational structure	In progress	✓	✓	✓	✓	●		Appointed EGM Safety, Risk and Assurance	Any further work to be considered in the context of the Integrated Public Transport Model Review (Recommendation 36a-c)
● Safety function elevated to report directly to the CEO and training accountability transferred to Human Resources									
26. Review leadership capabilities	In progress	✓	✓	✓	✓	●	●	Completed Executive and Senior Leadership Team capabilities assessment	Any further work to be considered in the context of the Integrated Public Transport Model Review (Recommendation 36a-c)
● Leadership capability review commenced									
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 (Recommendation 36a-c)
● 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	In progress	✓	✓	✓		●	Developed a proposed framework for how operational readiness assessments for timetable changes should be managed and implemented	Any further work to be considered in the context of the Integrated Public Transport Model Review (Recommendation 36a-c)

Next steps

Progress

Target date

Plan in place

Dedicated resource

Clear objective

Status

Recommendation

Initiative

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Next steps
Oversight	35. Provide independent oversight of progress	In progress	✓	✓	✓	●			Perform assurance on identified periods of timetable stress Perform assurance on plans for implementation of Master Roster 2 Finalise targeted review of training initiatives and retention strategies Perform ongoing assurance on various milestones and recommendations Prepare September 2018 quarterly report on implementation progress

● Citytrain Response Unit established and Chair appointed

Reviews	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	2017	2018	2019	Next steps
	36A-C. Undertake review of transport governance	In progress	✓	✓	✓	●			Government to consider proposed model Commence detailed design of the proposed model, subject to Government consideration
	36D. Undertake whole-of-business review	In progress	✓	✓	✓	●	●		Commenced Government stakeholder consultation on a proposed new, integrated public transport model for Queensland 7 recommendations completed 4 recommendations still in progress 4 recommendations being integrated with relevant Strachan Inquiry recommendations

● First phase of review completed

