

Fixing the trains

Progress report

June Quarter 2019



Foreword from the Minister

Since October 2016, Queensland Rail has been focussed on stabilising services and recovering the organisation to restore the service levels required to meet the needs of Citytrain customers.

I am pleased to report that Queensland Rail has now recruited and trained sufficient drivers and guards to support a return to a full-service timetable.

As of 29 July 2019, Queensland Rail will restore a further 430 services on the Citytrain network, returning the timetable to service levels introduced with the opening of the Redcliffe Peninsula Line in October 2016.

While this is a significant milestone in the *'Fixing the trains'* transformation program, I stress that there is still work to be done to implement the remaining Strachan Inquiry recommendations and embed sustainable long-term improvements for rail in Queensland.

Enhancements to the driver training program are supporting the delivery of additional drivers into supply. Since October 2016, 176 new drivers and 296 new guards have commenced operating on the Citytrain network, with an additional 75 drivers and 76 guards in training as at 30 June 2019.

The Palaszczuk Government remains focused on supporting Queensland Rail in its recovery and transformation, ensuring it has the capability and agility to meet the challenges of the future, and continues to deliver a safe, reliable rail service for Queenslanders.



A handwritten signature in black ink, which appears to read 'Mark Bailey'. The signature is fluid and cursive, written over a white background.

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, 24 are complete, two are partially complete and the remaining 10 are in progress.

This quarterly report details the progress made between April and June 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

Since May 2019, Queensland Rail has been successfully operating an enhanced timetable with 32 additional priority services. This timetable has added 14,000 extra seats to the Citytrain Network, addressing some customer loading issues and filling frequency gaps.

On-time running and reliability have exceeded targets for the quarter at 95.62% and 99.77%, respectively.

Queensland Rail is now preparing to restore a further 430 weekly services, returning to a full-service timetable with the same level of services introduced with the opening of the Redcliffe Peninsula Line in October 2016.

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

Phase 2: recover

A key component of Queensland Rail's recovery is its renewed focus on customers, and Commuter Catch-ups are providing the opportunity for Queensland Rail staff, including senior management, to engage with customers and discuss feedback about services and opportunities for improvement.

Since April 2017, 129 Commuter Catch-ups have been held across 113 stations, collecting feedback from more than 11,000 customers. The customer feedback collected is being used to inform customer improvements across the network. Initiatives include:

- additional Passenger Information Display Screens at six key stations, with installations currently earmarked for a further three stations
- programming of station facility improvements including minor rectification works and improved storage facilities and an online booking system for bike-riders.

Queensland Rail is continuing to review the way it communicates and engages with customers and will continue to listen to feedback and make improvements to meet the needs and expectations of customers.

Phase 3: transform

The Department of Transport and Main Roads and Queensland Rail are continuing to progress works focused on improving the governance arrangements and operating models for delivering major projects and significant timetable changes. It is expected that the outcome will result in a more integrated and efficient approach to delivering major rail projects and significant timetable changes. This work is important for supporting the successful delivery and operationalisation of forthcoming projects such as Cross River Rail and the European Train Control System.

Queensland Rail has also initiated a cultural change program within the organisation. This work is being led by the recently appointed Executive General Manager People and Culture and while still in the early stages, it is expected that the organisation-wide initiative will promote transparency and accountability across all levels and embed a customer-first approach in all aspects of the business.

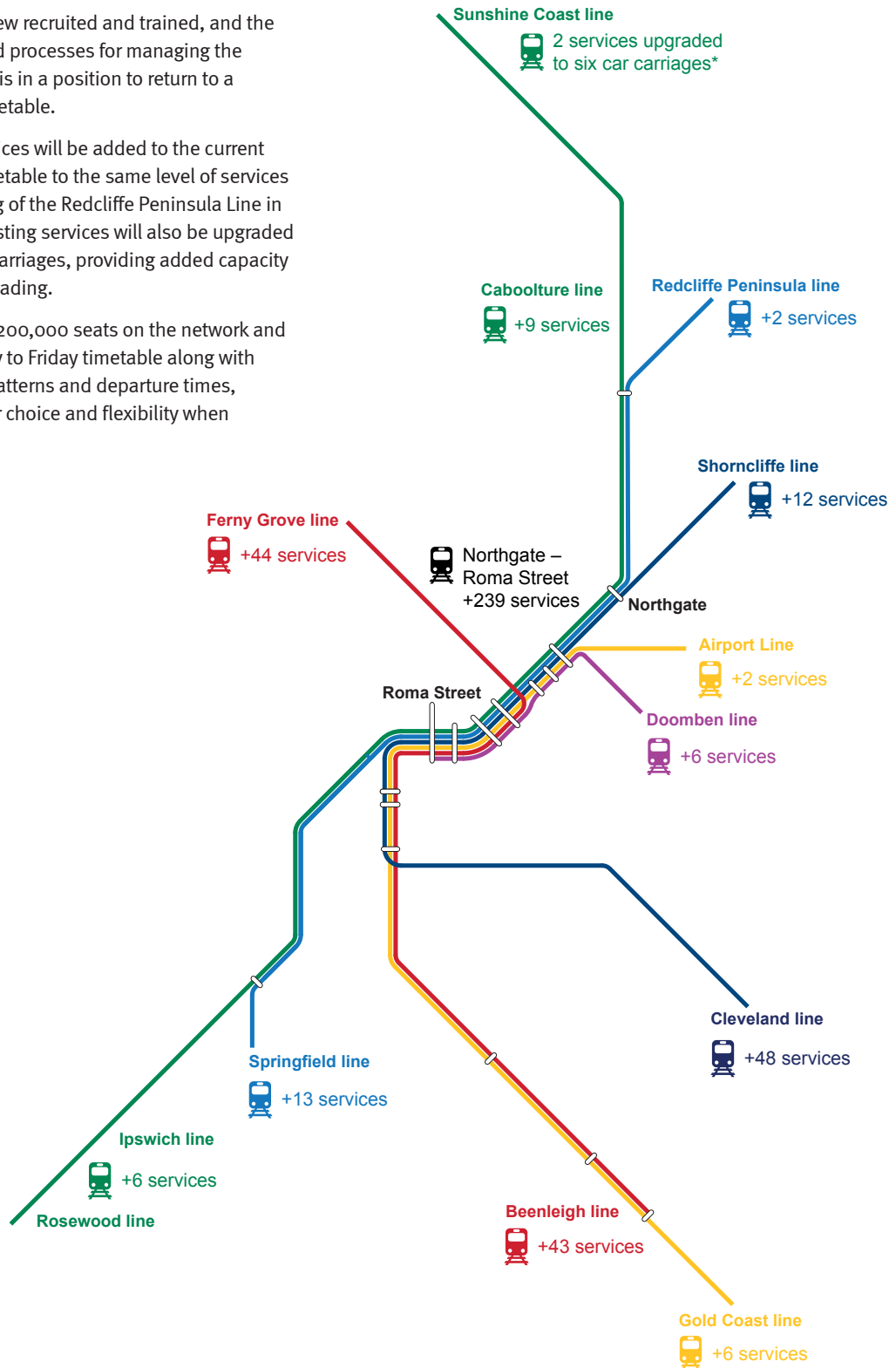
Return to full-service

Since October 2016, Queensland Rail has focussed on stabilising rail services and recovering the organisation.

Now, with sufficient train crew recruited and trained, and the appropriate frameworks and processes for managing the timetable, Queensland Rail is in a position to return to a sustainable, full-service timetable.

From 29 July 2019, 430 services will be added to the current timetable, restoring the timetable to the same level of services introduced with the opening of the Redcliffe Peninsula Line in October 2016. Fifty-nine existing services will also be upgraded from three-carriages to six-carriages, providing added capacity and improving passenger loading.

The new timetable will add 200,000 seats on the network and deliver a consistent Monday to Friday timetable along with more consistent stopping patterns and departure times, providing customers greater choice and flexibility when planning their journey.



*A further 57 existing services have also been upgraded from three-carriages to six-carriages



Transformation progress report

April - June 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 2, 2019 focused on:

- plans for the return to a full-service timetable in July 2019
- work in progress to improve the governance arrangements and operating models for delivering major projects and significant timetable changes

Recommendations and milestones as at Quarter 2, 2019

Recommendation	Response	Citytrain Response Unit Comment
Complete		
9. Introduce train crew sectorisation	<p>Queensland Rail has implemented a new route competency training program, enabling new train drivers to achieve partial network deployment</p> <p>A train crew sectorisation strategy has been developed to support whole-of-network outcomes in line with current planning to operationalise Cross River Rail</p>	
Partially complete		
4. Revise timetable readiness	The recently developed operational readiness framework was used to enable the return to a full-service timetable	Ensure the operational readiness framework is in alignment with any operational model and structural changes required to implement Recommendations 33 and 34
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

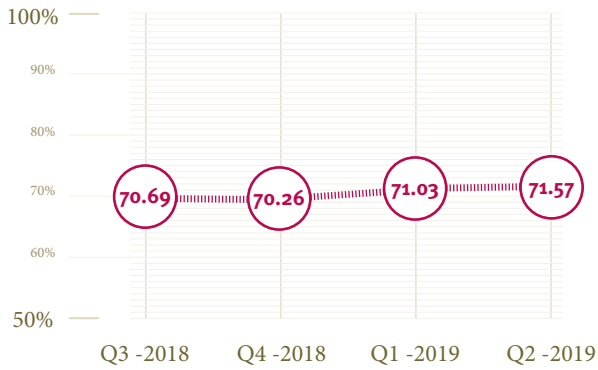
In planning	In progress	Partially complete	Complete
0	10	2	24

Recruitment since October 2016 (as at 30 June 2019)

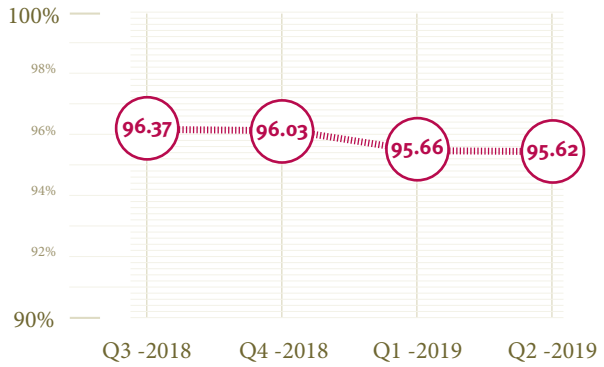
Train crew	Selected	Trained	Net increase*
Drivers	259	176	109
Guards	400	296	96

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

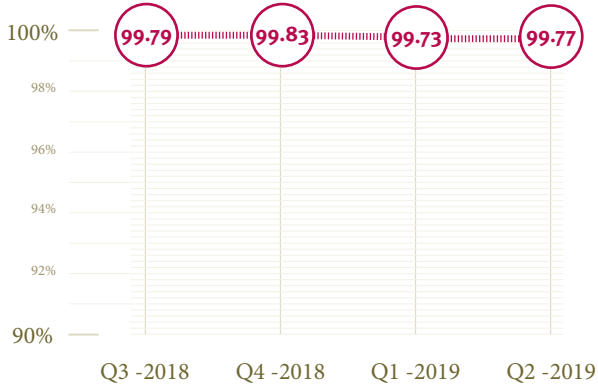
Graph 1 – Customer Satisfaction



Graph 2 – On-time Running



Graph 3 – Services Delivered



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

Source: Queensland Rail website



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	✓	✓	✓				Finalised network sectorisation strategy and implementation pathway	Recommendation complete
	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 30 June 2019, 296 guards and 476 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"> External recruitment for Queensland Rail-experienced drivers complete 											
Recruitment and training	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓					Recommendation completed in September Quarter 2017	
	16. Overhaul training program	In progress	✓	✓	✓					Implemented the new, partial network training program	Embed relevant training system improvement initiatives to achieve agreed average training durations
<ul style="list-style-type: none"> 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	In progress	✓	✓	✓					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
	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	
<ul style="list-style-type: none"> 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	In progress	✓	✓	✓	✓	●		●		Progressed recruitment of a number of Executive General Manager roles	
						●				● Safety function elevated and training accountability transferred to Human Resources	
						●	●	●		Recommendation completed in March Quarter 2019	
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	Develop a new cultural blueprint and develop an implementation plan for the broader organisation
						●				● 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	In progress	✓	✓	✓			●		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	In progress	✓	✓	✓			●		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"> the return to a full-service timetable June/July school holiday period work to date for progressing Recommendations 33 and 34 Monitor implementation of the return to full-service timetable Perform ongoing assurance on various milestones and recommendations Prepare September 2019 quarterly report on implementation progress 	
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓					<ul style="list-style-type: none"> Continued government stakeholder consultation on a proposed new, integrated public transport model for Queensland Recommendation completed in March Quarter 2019 	<ul style="list-style-type: none"> Work continuing on options for proposal/recommended model prior to Government consideration
	36D. Undertake whole-of-business review	Complete	✓	✓	✓						

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

