Fixing the trains

Progress report

September Quarter 2018

Queensland
Government

Foreword from the Minister

The successful delivery of this *Fixing the trains* action plan is critical for ensuring the sustainable and long-term recovery of the South East Queensland rail network.

I would like to welcome Mr David Marchant AM as the Interim Chair of Queensland Rail. It is my expectation that Mr Marchant will continue to deliver on Queensland Rail's commitment to improving rail services for customers.

I have asked Mr Marchant to confirm that Queensland Rail's program of work to fix the trains will deliver the outcomes required to support a reliable, customer-focussed rail service for now and into the future.

Queensland Rail is continuing to recruit and train new drivers, with 103 new drivers now delivering services on the Citytrain network. While this much needed increase in drivers has contributed to stabilising the timetable, I have stressed my expectation that all appropriate measures be taken to deliver the number of drivers required to restore a full-service timetable, at the earliest opportunity. Early forecasts indicate that incremental improvements to services will be delivered throughout 2019.

The Palaszczuk Government will continue to work with Queensland Rail to ensure it remains focussed on putting the customer first.

Mark Bailey
Minister for Transport and Main Roads

Transforming public transport in Queensland

Queensland Rail is delivering on this plan for *Fixing the trains* to better meet the needs of customers.

We will ensure Queensland Rail remains 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 supporting Queensland Rail to improve organisational capability and deliver a modern, efficient railway.

Most importantly, our commitment to a better public transport service for customers is unwavering.

Priorities

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 successfully delivered a reliable timetable for the duration of the September 2018 school holiday stress period, including Riverfire, without the requirement for a timetable downgrade.

Focus will now turn to planning for the summer school holiday stress period, including Christmas and New Year's Eve. If changes to the timetable are required to maintain service reliability during this period, customers will be given advance notice of these changes to ensure they can plan their journey with confidence.

The Citytrain Response Unit is continuing to work with Queensland Rail to plan appropriately for identified stress periods in 2019.

Phase 2: recover

Since October 2016, and as at 30 September 2018, Queensland Rail has recruited and trained an additional 103 drivers and 230 guards, with a net increase of 50 drivers and 81 guards.

Following a targeted review of Queensland Rail's training initiatives and retention strategies, the Citytrain Response Unit is working with Queensland Rail to improve the current training program in order to support an increase in the number of new drivers into supply.

It is currently anticipated that incremental improvements to services will be achievable throughout 2019.

Phase 3: transform

Queensland Rail, the Department of Transport and Main Roads, and the Citytrain Response Unit are currently reviewing the *Fixing the trains* program, to prioritise the recommendations and milestones critical for improving services for customers.

An approach for addressing how key transformation initiatives will be delivered will also be agreed, with a focus on ensuring the efficient and coordinated delivery of major projects and significant timetable changes. This will support the successful delivery and operationalisation of projects such as the Cross River Rail and the European Train Control System.

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Transformation progress report

July – September 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 and program milestones are appropriately prioritised and delivered to achieve the best outcomes for customers.

Targeted reviews in Quarter 3, 2018 focused on:

- Queensland Rail's forecasting and planning for the September school holiday stress period

- Queensland Rail's training initiatives and retention strategies

- Reviewing the *Fixing the trains* program schedule to identify recommendations and milestones critical for improving services for customers, to be prioritised in the December 2018 program recalibration.

Recommendations and milestones due for completion in Quarter 3, 2018

Recommendation	Response	Citytrain Response Unit Comment
Complete		
No new recommendations were due for completion in Quarter 3, 2018		
Partially complete		
5a. Plans to address critical periods	Queensland Rail successfully planned for and managed the September school holiday stress period, without the requirement for timetable downgrades	Queensland Rail to undertake planning for the 2018/19 summer stress period and identify stress periods in 2019 The Citytrain Response Unit will continue to monitor timetable stress periods where relevant, and work with Queensland Rail to review mitigation plans
6. Undertake near-term union negotiations	Queensland Rail is finalising consultation with industrial partners regarding Master Roster 2	Queensland Rail will finalise the analysis of the impact of Master Roster 2 on train crew and develop an implementation plan. This will be assured and monitored by the Citytrain Response Unit
8. Complete review of all crewing rules and processes	Training is underway for managing registers of train crew rules and processes	Registers to be updated pending the outcomes of Master Roster 2

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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 September 2018)

Train crew	Selected	Trained	Net increase*
Drivers	253	103	50
Guards	303	230	81

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

Graph 1 – Customer Satisfaction

	Q2 -17/18	Q3 -17/18	Q4 -17/18	Q1 -18/19
	70.31	69.64	70.01	70.69

Graph 2 – On-time Running

	Q2 -17/18	Q3 -17/18	Q4 -17/18	Q1 -18/19
	96.51	95.02	95.68	95.52
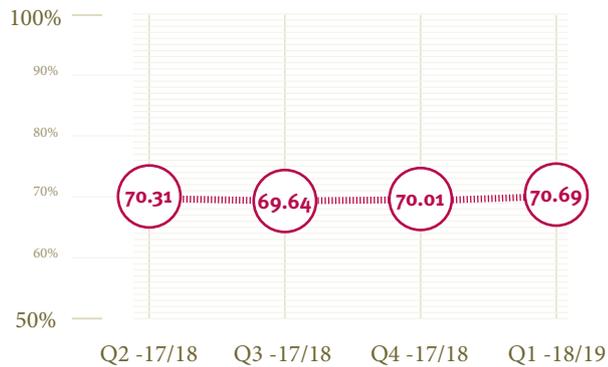
Graph 3 – Services Delivered

	Q2 -17/18	Q3 -17/18	Q4 -17/18	Q1 -18/19
	99.71	99.62	99.83	99.79
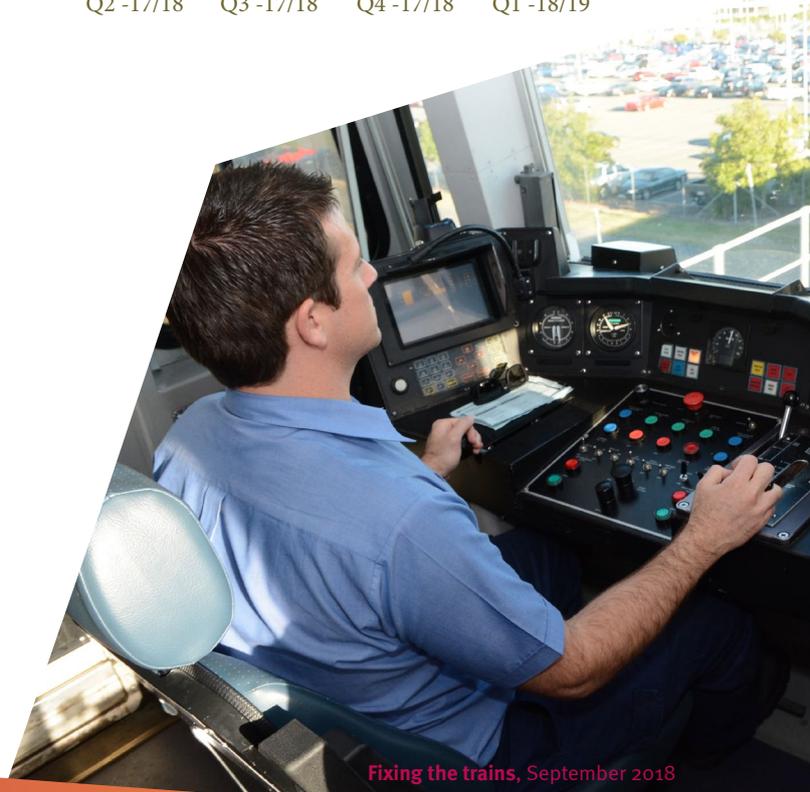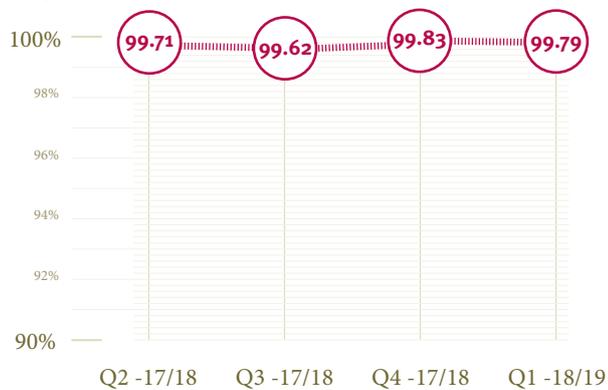
Detailed progress of recommendations

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	Progress	Next steps
Forecasting	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓	●			Recommendation completed in December Quarter 2017	
Timetable	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓	●			Managed September school holiday stress period, including Riverfire, without the need for a timetable downgrade	Undertake planning for 2018/19 summer stress period. Identification of stress periods in 2019
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	
	12. Actively manage leave	Complete	✓	✓	✓		●		Recommendation completed ahead of schedule 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	
Workforce arrangements	6. Undertake near-term union negotiations	Partially complete	✓	✓	✓	●			Finalising consultation with industrial partners regarding Master Roster 2	Finalise analysis of impact to train crew and implementation plan

● Eight-week forecast developed

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	Progress	Next steps
	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 any future requirements
Recruitment and training	10. Target a structural surplus of staff	In progress	✓	✓	✓			●	As at 30 September 2018, 103 drivers and 230 guards have completed training since October 2016	Continue delivering the training and recruitment program to ensure the necessary train crew are delivered into supply / Monitor progress against targets and provide regular reporting to key stakeholders
	14. Open recruitment to external applicants	Complete	✓	✓	✓	●	●		Recommendation completed ahead of schedule 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	In progress	✓	✓	✓	●	●		Continued implementing pilot of new training program / Updated training material for train crew	Undertake assessment of training program pilot / Integrate relevant training improvement initiatives into a revised training program
						● 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	✓	✓	✓		●		Established Integrated Operations Planning within the business	Undertake consultation with stakeholders to ensure the implementation of this recommendation is in alignment with Recommendations 33 and 34
	19. Refresh escalation practices	In progress	✓	✓	✓		●		Ongoing implementation of awareness campaign for escalation processes	Continue staff engagement
	20. Minimise executive absences at key times	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	Progress	Next steps
	21. Address practice of acting sideways	Complete	✓	✓	✓	●			Recommendation completed in June Quarter 2017	Review other areas of the business to identify opportunities for structural improvements
	22. Overhaul organisational structure	In progress	✓	✓	✓	●	●		Developed proposed restructure of Train Service Delivery	
	● Safety function elevated to report directly to the CEO and training accountability transferred to Human Resources									
	26. Review leadership capabilities	In progress	✓	✓	✓	●	●		Developed capabilities framework Completed Executive and Senior Leadership Team capabilities assessment	Undertake appropriate recruitment processes to fulfil identified capability requirements
	● 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	Develop a program of works for implementing identified transformation activities
	● 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 business readiness framework which has been used to categorise and assess projects and timetable changes under current arrangements	Undertake consultation with stakeholders to ensure the implementation of this recommendation is in alignment with Recommendations 33 and 34

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	Progress	Next steps
Lean and reporting	13. Institute train crew reporting	Complete	✓	✓	✓	●			Recommendation completed in September Quarter 2017	
	23. Introduce lean management system	In progress	✓	✓	✓		●	●	Implemented Lean Management in Rollingstock Maintenance. Implemented aspects of Lean Management in other areas of the business, including visual reporting in Train Service Delivery	Identify other areas of the business where lean management practices may be beneficial, and implement as appropriate
						● 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	✓	✓	✓	●		●	Agreed a 2019 scope of works with TransLink to enhance customer communication and engagement. Appointed new Senior Manager for Customer Excellence	Develop and implement Customer Communication Channel Strategy
						● 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	Validate framework and develop appropriate governance for implementing recommendation in consultation with stakeholders
	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

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
Oversight	35. Provide independent oversight of progress	In progress	✓	✓	✓				Performed assurance on: • proposed management plans for the September school holiday stress period • the implementation approach for the National Rail Safety Regulator's Mandatory Hours requirements Reviewed training initiatives and retention strategies Commenced review of *Fixing the trains* program	Perform assurance on identified periods of timetable stress Perform assurance on plans for implementation of Master Roster 2 Perform ongoing assurance on various milestones and recommendations Work with Queensland Rail and the Department of Transport and Main Roads to agree *Fixing the trains* program recalibration Prepare December 2018 quarterly report
Reviews	36A-C. Undertake review of transport governance	In progress	✓	✓	✓				Continued government stakeholder consultation on proposed new, integrated public transport model for Queensland	Government to consider proposed model
	36D. Undertake whole-of-business review	In progress	✓	✓	✓				9 recommendations completed 4 recommendations being integrated with relevant Strachan Inquiry recommendations 2 recommendations still in progress	Continue to undertake targeted reviews, where relevant

● Citytrain Response Unit established and Chair appointed

● First phase of review completed

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