

# Fixing the trains

Progress report

March Quarter 2019



# Foreword from the Minister

This quarter Queensland Rail has made strong progress against a number of *Strachan Inquiry* recommendations, with an array of benefits realised across operations, training and development, and customer service.

Continued focus on recruitment and training has meant that since 2016, 137 drivers and 273 guards have completed training and are now working on the Citytrain network. A further 86 drivers and 61 guards are currently in training as at 31 March 2019.

This increase in drivers and guards enabled Queensland Rail to announce the delivery of 32 additional weekly services across peak times from May 2019. This equates to 14,000 extra seats across the network, putting more trains back into service when customers need them most.

Following consultation with its workforce, Queensland Rail is implementing a number of initiatives that will deliver a reduction in the average duration for the driver training program. Initiatives include enabling drivers to gain qualifications for, and commence operating on, specific sections of the network. This will be a key enabler for increasing the number of qualified drivers in order for Queensland Rail to return to a full-service timetable on 29 July 2019.

The Palaszczuk Government remains resolute in its commitment to restoring the level of rail service that Queenslanders deserve, and will continue to work with Queensland Rail in its response and recovery efforts.



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, 23 are complete, one is partially complete and the remaining 12 are in progress.

This quarterly report details the progress made between January and March 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**

Queensland Rail has worked closely with the Department of Transport and Main Roads, and the Citytrain Response Unit to restore customer confidence and return services to a sustainable level. Since 1 July 2018, the Citytrain network has operated at 95.85% on time running and 99.75% reliability which is above 2018/19 targets.

Furthermore, Queensland Rail has now successfully delivered services across five consecutive holiday periods and major events, without the requirement for a timetable downgrade.

### **Phase 2: recover**

Queensland Rail introduced a number of initiatives during the quarter including improved training programs and customer service enhancements.

Following consultation with its workforce in January 2019, Queensland Rail commenced a new route competency training program for new train drivers. This will assist in expediting the progression of train crew through the driver training program, readying Queensland Rail for a return to full service timetable.

### **Phase 3: transform**

Work continues to progress on ensuring the efficient and coordinated delivery of major projects and significant timetable changes between the Department of Transport and Main Roads and Queensland Rail. This work is expected to support the successful forthcoming delivery and operationalisation of projects such as the Cross River Rail and the European Train Control System.

Queensland Rail has also recently completed the permanent appointment of two key leadership roles: the Executive General Manager Network and the Executive General Manager People & Culture. Queensland Rail is expecting to finalise the permanent appointment of the Executive General Manager Major Projects in the near future. These new leaders form part of the Executive Leadership Team and share accountability for the continued transformation of Queensland Rail.

# Infill Services

Queensland Rail worked closely with Translink and the Department of Transport and Main Roads during the quarter to deliver an improved timetable and introduce new services in peak times. This has culminated in a suite of an agreed 32 additional priority services expected to be implemented from May 2019.

The suite of infill services will target customer loading and frequency gaps between existing services and prioritise service gaps on the Shorncliffe line (specifically around Nundah and Toombul) and the Cleveland line. It is expected the new services will add 14,000 seats to the Citytrain network.

These services were identified based on customer feedback, wait times, and patronage modelling.



# Real-time tracking

Queensland Rail and TransLink have been working to deliver a range of customer service improvements across the Citytrain network, including establishing more accurate real-time information for train services. From 8 April 2019, customers will be able to access accurate next-train information at their fingertips via the MyTransLink app.

New software being installed on the entire Citytrain fleet improves on the previous software, enabling trains to be more accurately tracked across the whole network, rather than being limited to a train's location at a platform or mid-point between stations.

Real-time updates will be available on the MyTransLink app and will also link to new customer display screens which have been installed at a number of stations across the network.

With access to more accurate and timely information about the location of trains on the Citytrain network, customers will be able to plan their journey with more confidence.



# Citytrain

## RESPONSE UNIT

# Transformation progress report

## January - March 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 1, 2019 focused on:

- Recommendation 5 - Consider the need for timetable adjustment
- Recommendation 16 - Overhaul training program

### Recommendations and milestones as at Quarter 1, 2019

Recommendation	Response	Citytrain Response Unit Comment
<b>Complete</b>		
<b>5. Consider the need for timetable adjustment</b>	Queensland Rail has successfully demonstrated the sustainability of the current timetable. It has also established the required training capacity to support the return to full service timetable in July 2019.	
<b>6. Undertake near-term union negotiations</b>	Queensland Rail has now undertaken three (3) rounds of consultation through Master Roster 1, 2 and the recent <i>Heads of Agreement</i> - January 2019. Throughout the course of these negotiations, changes to productivity, continuous working, meal breaks, partial network qualification and rostering processes have been achieved.	
<b>19. Refresh escalation practices</b>	Queensland Rail has undertaken consultation with key stakeholders and staff, and has refreshed its escalation practices across the organisation, in particular the Citytrain network.	It is the Citytrain Response Unit's expectation that Queensland Rail will reinforce and build on outputs generated by Recommendation 19 as part of the organisation's forthcoming culture change program to address Recommendation 31.
<b>23. Introduce lean management system</b>	Queensland Rail considered the appropriateness of implementing lean management beyond the Rollingstock Maintenance division, and determined it not suitable for the whole of business. Aspects such as visual reporting have been adopted, where relevant.	The Citytrain Response Unit notes that this is consistent with the agreed approach outlined in the mid-program review.
<b>26. Review leadership capabilities</b>	Queensland Rail has developed a capability framework and undertaken a capability assessment of its greater leadership team.  Workforce planning undertaken by the business, along with the development of individual performance plans, has identified the required diversity, talent management and succession planning to support the continued recovery and transformation of the business.	

# 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

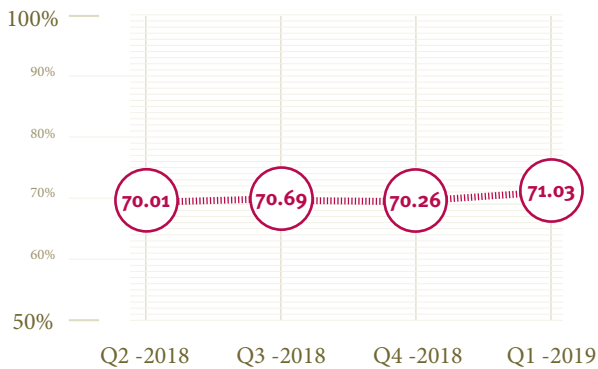
In planning	In progress	Partially complete	Complete
0	12	1	23

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

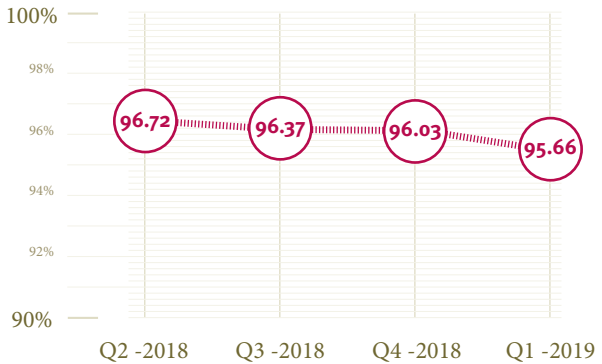
Train crew	Selected	Trained	Net increase*
Drivers	254	137	73
Guards	361	273	89

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

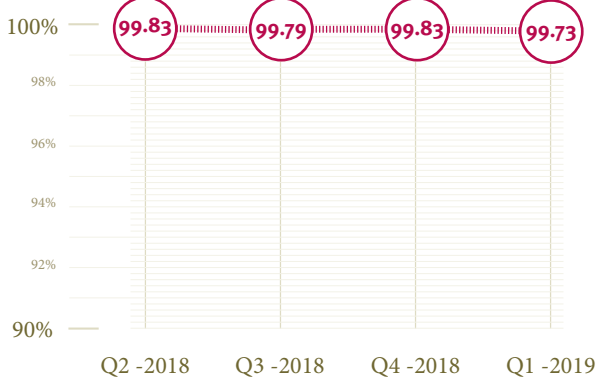
Graph 1 – Customer Satisfaction



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.



# 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	2020		
<b>Forecasting</b>	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓		●			Recommendation completed in December Quarter 2017	Recommendation complete
	5. Consider need for timetable adjustment	Complete	✓	✓	✓			●		Confirmed no permanent downgrade to timetable required and identified sufficient training to support increased service levels	Recommendation complete
<b>Operational improvement</b>	7. Accelerate workforce system implementation	Complete	✓	✓	✓		●			Recommendation completed in September Quarter 2017	Recommendation complete
	9. Introduce train crew sectorisation	In progress	✓	✓	✓				●	Introduced a partial network driver training program	Progress work to finalise Queensland Rail's network sectorisation strategy and implementation pathway
	11. Institute eight-week crew planning process	Complete	✓	✓	✓				●	Recommendation completed in March Quarter 2018	Recommendation complete
	12. Actively manage leave	Complete	✓	✓	✓				●	Recommendation completed in December Quarter 2017	Recommendation complete
	17. Clarify responsibility for train crew forecasting	Complete	✓	✓	✓				●	Recommendation completed in March Quarter 2017	Recommendation complete
	18. Review all train crew responsibilities	Complete	✓	✓	✓				●	Recommendation completed in December Quarter 2017	Recommendation complete

● 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	✓	✓	✓					Successfully operationalised Master Roster 2 and negotiated the Traincrew training Heads of Agreement - January 2019	Recommendation complete
	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 31 March 2019, 273 guards and 137 drivers have completed training	Monitor progress against targets and provide regular reporting to key stakeholders
<b>Recruitment and training</b>	14. Open recruitment to external applicants	Complete	✓	✓	✓					Recommendation completed ahead of schedule in September Quarter 2017	
										External recruitment for Queensland Rail-experienced drivers complete	
<b>New CEO</b>	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
<b>Organisation and culture</b>	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓					Recommendation completed in June Quarter 2017	
	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	✓	✓	✓					Completed implementation of awareness campaign for escalation processes across the whole of business	Recommendation complete

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

						2017	2018	2019	2020		
<b>Initiative</b>	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	
	22. Overhaul organisational structure	In progress	✓	✓	✓	●		●		Progressed recruitment of a number of Executive General Manager roles	
<ul style="list-style-type: none"> <li>● Safety function elevated and training accountability transferred to Human Resources</li> </ul>											
<b>Initiative</b>	26. Review leadership capabilities	Complete	✓	✓	✓	●	●	●		Performed capabilities assessment across the greater leadership team cohort Developed capabilities framework	Recommendation complete
	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
	<ul style="list-style-type: none"> <li>● Leadership capability review commenced</li> <li>● Capabilities framework developed</li> <li>● Cultural change program designed and commenced</li> </ul>										
<b>Risk</b>	24. Overhaul risk management practices	Complete	✓	✓	✓		●			Recommendation completed in December Quarter 2017	
<b>Project delivery</b>	2. Ensure project plans consider operations	Complete	✓	✓	✓			●		Recommendation completed in September Quarter 2017	
<b>Project delivery</b>	4. Revise timetable readiness	In progress	✓	✓	✓			●	●	Developed operational readiness framework which has been used to categorise and assess projects and timetable changes under current arrangements	Implement operating model and structure alignment with Recommendations 33 and 34

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date				Progress	Next steps	
						2017	2018	2019	2020			
<b>Lean and reporting</b>	● Business readiness framework developed											
	13. Institute train crew reporting	Complete	✓	✓	✓	●					Recommendation completed in September Quarter 2017	
	23. Introduce lean management system	Complete	✓	✓	✓		●				Reviewed appropriateness of lean for whole of business Implemented aspects such as visual reporting where relevant	Recommendation complete
											● 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>● Real time train information</li> <li>● Wayfinding solutions for key locations</li> </ul>	Continue to implement Customer Communication Channel Strategy and supporting initiatives
											● Enhanced customer information	
	30. Develop communications plan	Complete	✓	✓	✓	●					Recommendation completed in September 2017 Quarter	
<b>Governance</b>	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	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
<b>Oversight</b>	35. Provide independent oversight of progress	In progress	✓	✓	✓					Performed assurance on: <ul style="list-style-type: none"> <li>proposed management plan for the Easter holiday stress period</li> <li>the implementation approach for Master Roster 2</li> </ul>	Perform assurance on identified periods of timetable stress Perform ongoing assurance on various milestones and recommendations Prepare June 2019 quarterly report on implementation progress
	36A-C. Undertake review of transport governance	In progress	✓	✓	✓					Continued government stakeholder consultation on a proposed new, integrated public transport model for Queensland	Work continuing on options for proposal/recommended model prior to Government consideration
<b>Reviews</b>	36D. Undertake whole-of-business review	Complete	✓	✓	✓					11 recommendations completed 4 recommendations being integrated with relevant Strachan Inquiry recommendations	Recommendation complete

● Citytrain Response Unit established and Chair appointed  
● First phase of review completed

