



# Transformation progress report

### July – September 2017

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 3, 2017.

Targeted reviews this quarter focussed on:

- Queensland Rail’s training and recruitment arrangements critical for delivering drivers into supply and ensuring a pipeline of drivers is available to meet future demand (Recommendations 14, 15 and 16)
- Queensland Rail’s plans for managing the Ekka and September school holidays stress periods (Recommendation 5)

- Queensland Rail’s rolling eight-week train crew management plan and how it is being used to inform train crew forecasting and manage identified timetable stress periods (Recommendation 11)
- Queensland Rail’s response to building capability and processes within the organisation to ensure readiness for the delivery of major projects and significant operational changes (Recommendation 2)
- the work completed to date by both Queensland Rail and the Department of Transport and Main Roads with respect to the development of frameworks for governing and delivering major projects and significant timetable changes, within the parameters of their respective recommendations (Recommendations 4, 33 and 34).

### Recommendations and milestones due for completion in Quarter 3, 2017

Recommendation	Response	Citytrain Response Unit Comment
<b>Complete</b>		
<b>2. Ensure project plans consider operations</b>	Queensland Rail is working to embed business readiness practices across the organisation and has commenced training Project Managers to build capability.	The Citytrain Response Unit undertook assurance of Queensland Rail’s approach.
<b>7. Accelerate workforce system implementation</b>	Queensland Rail has implemented Hastus Workforce Management System Phase One capability.	
<b>13. Institute train crew reporting</b>	Queensland Rail has commenced reporting train crew forecast data to the Executive Leadership Team and Board on a monthly basis.  KPIs have been included in the FY2018 Operational Plan and will be reported to Responsible Ministers quarterly.	
<b>14. Open recruitment to external applicants</b>	Queensland Rail opened external recruitment to drivers with no previous Queensland Rail experience.	The Citytrain Response Unit will continue to monitor Queensland Rail’s progress against recruitment targets.
<b>15. Stabilise recruitment and training intakes</b>	Queensland Rail has developed and commenced implementing a Workforce Management Plan.  A training schedule has been developed to ensure ongoing supply of drivers and guards.	The Citytrain Response Unit has assured the Workforce Management Plan.
<b>16 (milestone). Overhaul training program (end to end redesign of the training program)</b>	Recruitment and training practices have been revised to modernise and accelerate processes, where appropriate.	The Citytrain Response Unit’s targeted review found good progress is being made.

Recommendation	Response	Citytrain Response Unit Comment
<b>Complete</b>		
<b>26 (milestone). Review leadership capability (leadership capability review commenced)</b>	Queensland Rail has commenced the leadership capability review. External advisors have been engaged to assist.	
<b>29 (milestone). Reporting to TransLink and Public (enhanced customer information)</b>	Queensland Rail has established a Cross Functional Taskforce to develop and implement initiatives to enhance customer information including: <ul style="list-style-type: none"> <li>• upgrading the automated platform announcement system at priority stations</li> <li>• revising disruption terminology to reduce the use of 'operational issues' and be more reflective of the nature of the disruption.</li> </ul>	
<b>30. Develop communications plan</b>	Queensland Rail has developed a proactive communication strategy to be embedded in business as usual activities. The strategy is intended to ensure consistent and accurate internal and external messaging, and increase stakeholder engagement.	
<b>36d (milestone). Undertake whole-of-business review (first phase complete)</b>	The review has been completed and Queensland Rail has developed an approach for responding to the recommendations.	The Citytrain Response Unit will continue to monitor progress against these recommendations.
<b>Partially complete</b>		
<b>5b Plans to address critical periods and timetable contingency options</b>	Queensland Rail has developed and refined risk thresholds and decision-making frameworks to assist with identifying and actively managing timetable stress.	Work is underway to develop a set of standard communication tools and processes to ensure customers are provided advance notice of timetable changes.  Plans for the Commonwealth Games are being developed, stress tested and agreed with the Department of Transport and Main Roads.
<b>In progress</b>		
<b>4. Revise timetable readiness process</b>	Queensland Rail has developed a framework for how it intends to manage and implement operational readiness assessments for timetable changes.	The Citytrain Response Unit has identified the framework as a key input into the Integrated Public Transport Model Review and any further work on Recommendation 4 will be considered in this context.
<b>31 (milestone). Undertake cultural change program (cultural change program designed and commenced)</b>	Queensland Rail has commenced a number of transformation initiatives within the organisation.	The design of a comprehensive cultural change program has not been completed as this will be influenced by any broader transformation of the public transport delivery model. The Citytrain Response Unit has advised that Recommendation 31 will need to consider the outcomes of the Integrated Public Transport Model Review.
<b>33. Clarify major project responsibilities</b>	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.	The Citytrain Response Unit has identified the framework as a key input into the Integrated Public Transport Model Review and any further work on Recommendation 33 will be considered in this context.
<b>34. Clarify program board structures</b>	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.	The Citytrain Response Unit has identified the framework as a key input into the Integrated Public Transport Model Review and any further work on Recommendation 34 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 will report quarterly on these performance indicators.

### Program progress indicators

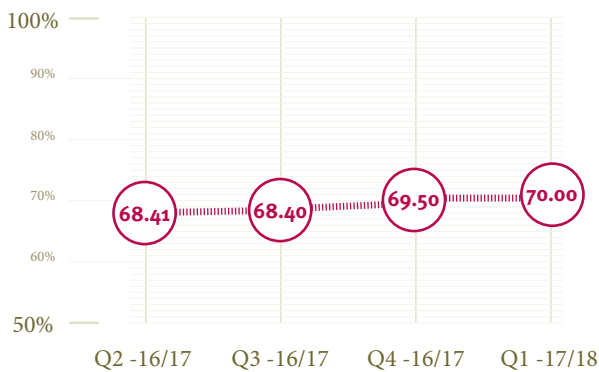
#### Recommendations

In planning	In progress	Partially complete	Complete
0	22	1	13

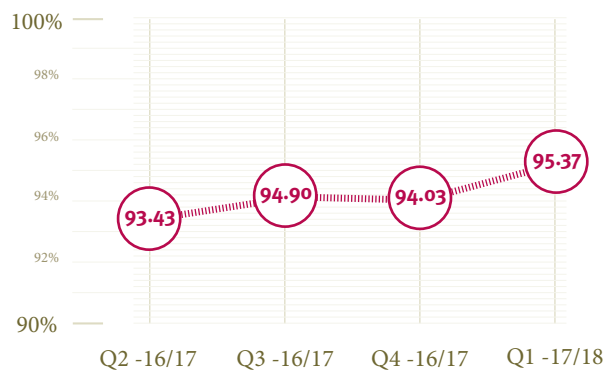
### Recruitment

Train crew	Target	Selected	Trained	All recruitment complete	All training complete
Drivers	200	128	36	2018	2019
Guards	200	263	105	2018	2019

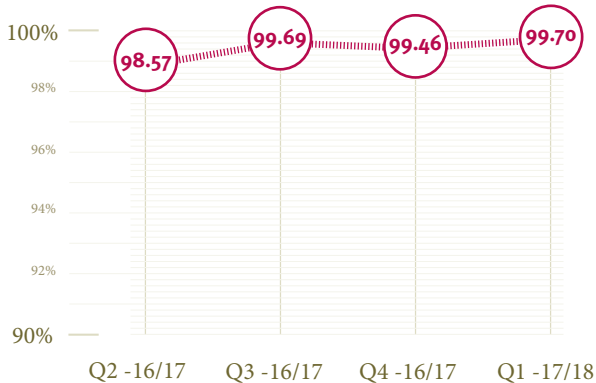
Graph 1 – Customer Satisfaction



Graph 3 – On-time Running



Graph 2 – 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	2017	2018	2019	Progress	Next steps
<b>Forecasting</b>	1. Introduce mature, long-term forecasting	In progress	✓	✓	✓			●	Developed long-term train crew demand and supply model to forecast stress points in the timetable Commenced work to integrate rollingstock and train controllers into working model	Further integrate other planning and forecasting tools, including the Day of Operations, with the long-term demand and supply model Finalise the integration of rollingstock and train controllers into the long-term model
	5. Consider need for timetable adjustment	Partially complete	✓	✓	✓		●		Assessed and successfully managed stress periods throughout the quarter (June/July school holiday period, Ekka and September school holiday period)	Develop a set of standard communication tools and processes to ensure customers receive advanced notice of timetable changes Undertake detailed assessment of the summer school holiday stress period
<b>Operational improvement</b>	7. Accelerate workforce system implementation	Complete	✓	✓	✓		●		Implemented the Workforce Management System to optimise and simulate timetable options	Recommendation complete
	9. Introduce train crew sectorisation	In progress	✓	✓	✓			●	Commenced developing wider strategy for train crew sectorisation	Continue developing train crew sectorisation strategy and finalise timing of implementation
	11. Institute eight-week crew planning process	In progress	✓	✓	✓			●	Continued development and refinement of the eight-week train crew management plan Developed new technology solution to replace current manual tools	Test the new technology solution to monitor the accuracy of forecasts Integrate solution with the long-term train crew demand and supply model

● Eight-week forecast developed

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
<b>Workforce arrangements</b>	12. Actively manage leave	In progress	✓	✓	✓				Developed the 2018 leave forecast for modelling purposes	Refine 2018 leave forecast post assessment of Commonwealth Games
	17. Clarify responsibility for train crew forecasting	Complete	✓	✓	✓				Recommendation completed in March Quarter 2017	
	18. Review all train crew responsibilities	In progress	✓	✓	✓				Mapped current accountabilities for all train crew processes along with supporting definitions and processes Reviewed key risk areas	Validate and refine future train crew accountabilities and processes
<b>Recruitment and training</b>	6. Undertake near-term union negotiations	In progress	✓	✓	✓				Successfully implemented Master Roster changes in July 2017 Continued engagement with unions regarding external recruitment	Develop the 2018 annual leave plan and commence consultation for Master Roster 2
	8. Complete review of all crewing rules	In progress	✓	✓	✓				Successfully identified, documented and validated all prior informal crewing rules and processes Updated registers to incorporate all rules agreed to as part of the Master Roster changes made in July 2017	Crewing matters to be considered as part of any future Master Roster changes
<b>Recruitment and training</b>	10. Target a structural surplus of staff	In progress	✓	✓	✓				36 drivers and 105 guards completed training since October 2016 Engaged a further 10 tutor drivers and 10 tutor guards	Continue to deliver the training and recruitment program to ensure the necessary train crew are delivered into supply, including accelerating various training options
	14. Open recruitment to external applicants	Complete	✓	✓	✓				Opened external recruitment to drivers with no previous Queensland Rail experience	Recommendation complete Citytrain Response Unit to continue to monitor progress against targets

● 200 drivers and 200 guards recruited in 2018  
● External recruitment for Queensland Rail-experienced drivers complete

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date			Progress	Next steps
						2017	2018	2019		
15. Stabilise recruitment and training intakes		Complete	✓	✓	✓	2017			The Queensland Rail Board approved the three-year workforce plan for recruitment and training intakes	Recommendation complete
						2018				
16. Overhaul training program		In progress	✓	✓	✓	2017			Delivered the end-to-end redesign of the driver training program	Implement and commence use of new competency-based driver training program
						2018				
25. Recruit new CEO with suitable attributes		Complete	✓	✓	✓	2017			End-to-end re-design of driver training program	Recommendation completed in June Quarter 2017
						2018				
3. Revise mandate for projects organisation		In progress	✓	✓	✓	2017			Developed scope	Any further work is likely to be impacted by the outcomes of the Integrated Public Transport Model Review and should be considered in this context
						2018				
19. Refresh escalation practices		In progress	✓	✓	✓	2017			Developed internal awareness campaign	Commence targeted implementation of awareness campaign
						2018				
20. Minimise executive absences at key times		Complete	✓	✓	✓	2017			Recommendation completed in June Quarter 2017	
						2018				
21. Address practice of acting sideways		Complete	✓	✓	✓	2017			Recommendation completed in June Quarter 2017	
						2018				
22. Overhaul organisational structure		In progress	✓	✓	✓	2017			Redesigned the leadership team structure for Citytrain	Consider key appointments, as required, to ensure business continuity Any further work is likely to be impacted by the outcomes of the Integrated Public Transport Model Review and should be considered in this context
						2018				
26. Review leadership capabilities		In progress	✓	✓	✓	2017			Safety function elevated to report directly to the CEO and training accountability transferred to Human Resources	Commenced leadership capability review, supported by external advisor
						2018				
						2017			Leadership capability review commenced	







**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	Target date	Progress	Next steps
<b>Oversight</b>	35. Provide independent oversight of progress	In progress	✓	✓	✓	2017	<p>Conducted assurance activities for recommendations scheduled for completion in Quarter 3, 2017: 2, 4, 5b, 7, 13, 15, 16 (milestone), 26 (milestone), 29 (milestone), 30, 31, 33, 34 and 36d (milestone)</p> <p>Completed assurance on plans for managing Ekka and September school holiday Stress periods</p> <p>Completed assurance reviews of:</p> <ul style="list-style-type: none"> <li>training and recruitment</li> <li>program management</li> </ul> <p>Commenced assurance of the eight-week train crew management plan</p>	<p>Finalise agreed detailed milestones from Queensland Rail</p> <p>Complete assurance review of the eight-week train crew management plan</p> <p>Perform ongoing assurance on various milestones and recommendations</p> <p>Prepare December 2017 quarterly report on implementation progress</p>
						2018		
						2019		

● Citytrain Response Unit established and Chair appointed

<b>Reviews</b>	36A-C. Undertake review of transport governance	In progress	✓	✓	✓		<p>Progressed review to recommend a new, integrated public transport model for Queensland</p>	<p>Refine and finalise recommended model for Government consideration</p>
	36D. Undertake whole-of-business review	In progress	✓	✓	✓		<p>Completed Phase 1 of the review</p> <p>Queensland Rail has commenced work to address immediate actions and respond to recommendations</p>	<p>Undertake targeted reviews, to respond to recommendations, as required</p>

● First phase of review completed