Fixing the trains

Progress report

September Quarter 2019

Queensland
Government

Foreword from the Minister

In 2016, the Palaszczuk Government committed to fixing the trains. We committed to delivering a sustainable timetable, and modernising Queensland Rail to make it more customer-focused.

We have worked tirelessly with Queensland Rail to stabilise services on the Citytrain network and recover the organisation to support ongoing reliability and prepare for the future. These efforts culminated in the return to a full service timetable on 29 July 2019 when Queensland Rail restored service levels to 8290 services per week - the same level of services initially introduced in October 2016.

To achieve this milestone, Queensland Rail has focused on enhancing the driver training program to deliver the number of drivers required to reliably and sustainably deliver the full-service timetable. Since October 2016, 184 new drivers and 350 new guards are operating on the Citytrain network, with a further 100 drivers and 42 guards in training, as at 30 September 2019.

I stress however, that the return to a full-service timetable does not signify the completion of the '*Fixing the trains*' program. The Palaszczuk Government committed to implementing all 36 recommendations of the Queensland Rail Train Crewing Practices Commission of Inquiry and there are still 11 recommendations to complete. In line with the revised program published in the December 2018 report, it is expected that the '*Fixing the trains*' program will be completed by December 2020.

We will continue to support Queensland Rail in delivering the remaining recommendations, maintaining focus on a customer-first approach, and striving to shape the organisation to be a world-class operator.

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, 25 are complete, 6 are partially complete and the remaining 5 are in progress.

This quarterly report details the progress made between July and September 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 the introduction of the full-service timetable on 29 July 2019, Queensland Rail's Citytrain network has exceeded on-time running and reliability targets.

The new timetable restored 430 services to the network. Combined with the upgrade of 59 existing services to six-car carriages, the new timetable has added 200 000 seats to the network.

The consistent Monday-Friday timetable, with increased peak frequencies and more consistent stopping patterns and departure times, allows customers to plan their journey with greater confidence.

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

Phase 2: recover

Queensland Rail is continuing to progress recruitment initiatives and improvements to the driver training program to maintain the pipeline of talent required to support current and future service level requirements.

As at 30 September 2019, Queensland Rail has trained 184 new drivers and 350 new guards and achieved a *net* increase of 112 qualified drivers and 143 qualified guards, taking into account resignations and promotions to other operational positions (e.g. driver to tutor).

Queensland Rail will continue to recruit and train a pipeline of drivers and guards appropriate for ensuring sustainable and reliable services into the future.

Phase 3: transform

The Department of Transport and Main Roads and Queensland Rail are working together to establish improved governance arrangements and operating models for delivering major projects and significant timetable changes. The implementation of these new arrangements will result in greater integration and efficiency between the two organisations in delivering major rail projects and significant timetable changes. This work is important for supporting the successful delivery and operationalisation of upcoming projects such as Cross River Rail and the European Train Control System.

Queensland Rail is also developing an approach to better align the organisation and its functions with the needs of its discrete customer segments - South East Queensland customers and Regional Queensland customers. This work will be complemented by a cultural change program to promote transparency and accountability across all levels and embed a customer-first approach in all aspects of the business.

Improving accessibility on the Citytrain network

Queensland Rail's ongoing $357 million Station Accessibility Upgrade Program continues to improve stations and facilities to allow all customers to travel safely and easily.

The program has successfully delivered upgraded facilities at Graceville, Dinmore, Nambour, Alderley and Newmarket stations, and major construction is currently underway at Morayfield, Boondall and Strathpine stations, where works are on track for completion by mid-2020.

Early works have commenced and design activities are ongoing for Cannon Hill, Dakabin, Auchenflower and East Ipswich stations.

A further $57 million has been committed towards accessibility upgrades at a further six stations from Fairfield to Salisbury, to be delivered as part of the Cross River Rail project.

In addition to this important ongoing program of works, Queensland Rail has commenced a $17 million project to partially raise low-level station platforms across the Citytrain network to increase safety and accessibility. To date, work has been completed at Yeerongpilly, Banyo, Deagon, Darra and Cleveland stations.

The project raises the core zone of the platform to reduce the height between the platform and trains, eliminating the need for longer portable boarding ramps and improving the experience for customers. When required, a shorter ramp will continue to be used to overcome horizontal gaps between the train and platform.

Platforms at more than 90 stations are being considered for inclusion in this program and prioritised in consultation with Queensland Rail's Accessibility Reference Group.

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Transformation progress report

July – September 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 3, 2019 focused on 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 3, 2019

Recommendation	Response	Citytrain Response Unit Comment
Complete		
22. Overhaul organisational structure	Queensland Rail has reviewed its organisational structure and reduced layers, where appropriate. The recruitment of a number of Executive General Managers has been finalised.	
Partially complete		
3. Revise mandate for projects organisation **4. Revise timetable readiness** **33. Clarify major project and timetable responsibilities** **34. Clarify program board structures**	Queensland Rail and the Department of Transport and Main Roads are continuing to work together to establish more integrated and efficient governance and operational arrangements for the delivery of major projects and significant timetable changes.	The Citytrain Response Unit is monitoring development and implementation, providing feedback as delivery phases progress.
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

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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	6	5	25

Recruitment since October 2016 (as at 30 September 2019)

Train crew	Selected	Trained	Net increase*
Drivers	280	184	112
Guards	430	350	143

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

Graph 1 – Customer Experience: Overall experience with the network
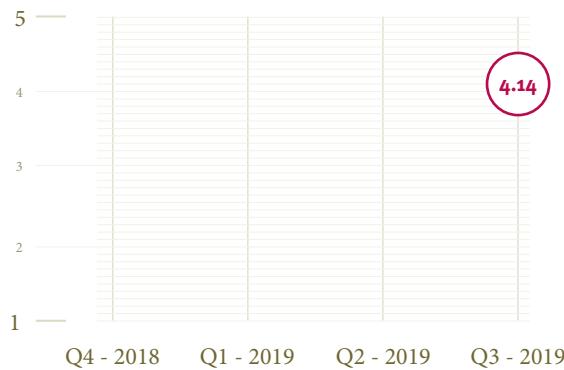
Source: TransLink PT Performance Dashboard

Graph 2 – On-time Running
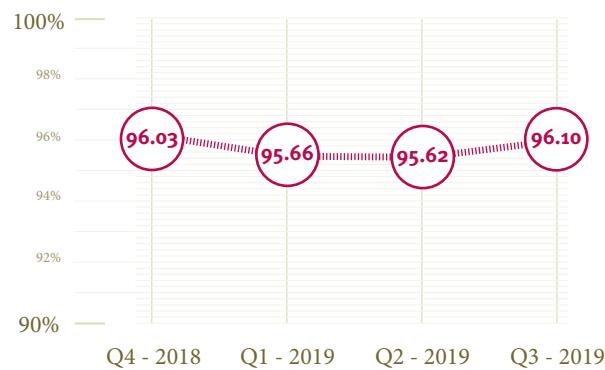
Source: Queensland Rail website

Graph 3 – Services Delivered

Source: Queensland Rail website

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

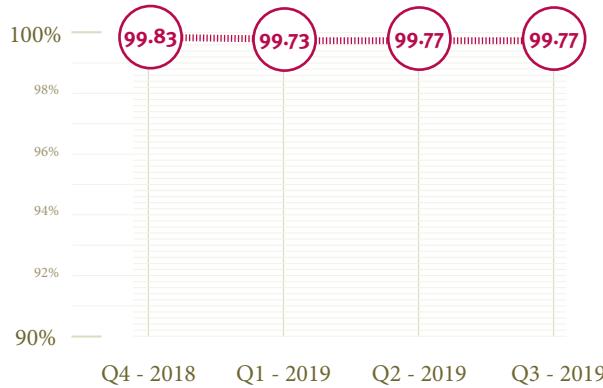| Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	2020	Progress	Next steps
Forecasting	1. Introduce mature, long-term forecasting	Complete	✓	✓	✓	●				Recommendation completed in December Quarter 2017	
Timetable	5. Consider need for timetable 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	✓	✓				●		Recommendation completed in June Quarter 2019	
	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

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date	Progress	Next steps
Workforce arrangements	6. Undertake near-term union negotiations	Complete	✓	✓	✓	2018	Recommendation completed in March Quarter 2019	
	8. Complete review of all crewing rules	Partially complete	✓	✓	✓	2019	Developed a central repository of train crew rules and processes	Update registers to incorporate all crewing rules and any future requirements
Recruitment and training	10. Target a structural surplus of staff	In progress	✓	✓	✓	2020	Since October 2016 and as at 30 September 2019, 350 guards and 184 drivers have completed training	Monitor progress against targets and provide regular reporting to key stakeholders
	14. Open recruitment to external applicants	Complete	✓	✓	✓	2017	Recommendation completed in September Quarter 2017	
	15. Stabilise recruitment and training intakes	Complete	✓	✓	✓	2017	Recommendation completed in September Quarter 2017	
	16. Overhaul training program	In progress	✓	✓	✓	2017 / 2020	Implemented the new, sector qualified training program	Embed relevant training system improvement initiatives to achieve agreed average training durations
New CEO	25. Recruit new CEO with suitable attributes	Complete	✓	✓	✓	2017	Recommendation completed in June Quarter 2017	
Organisation and culture	3. Revise mandate for projects organisation	Partially complete	✓	✓	✓	2018 / 2019	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	✓	✓	✓	2019	Recommendation completed in March Quarter 2019	
	20. Minimise executive absences at key times	Complete	✓	✓	✓	2017	Recommendation completed in June Quarter 2017	
	21. Address practice of acting sideways	Complete	✓	✓	✓	2017	Recommendation completed in June Quarter 2017	

Target date legend notes:
- External recruitment for Queensland Rail-experienced drivers complete
- End-to-end re-design of driver training program
- Integrated Operations Planning established

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	2020	Progress	Next steps
	22. Overhaul organisational structure	Complete	✓	✓	✓			●		Finalised the recruitment of a number of Executive General Managers	Recommendation complete
						• Safety function elevated and training accountability transferred to Human Resources					
	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					

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Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	Target date 2018	Target date 2019	Target date 2020	Progress	Next steps
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: • 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	Partially complete	✓	✓	✓			●		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	Partially complete	✓	✓	✓			●		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 2017	2018	2019	2020	Progress	Next steps
Oversight	35. Provide independent oversight of progress	In progress	✓	✓	✓	●			●	Performed assurance on: • September school holiday period • work to improve governance and operating model arrangements for major projects and significant timetable changes	Perform ongoing assurance on various milestones and recommendations. Prepare December 2019 quarterly report on implementation progress

● Citytrain Response Unit established and Chair appointed

Initiative	Recommendation	Status	Clear objective	Dedicated resource	Plan in place	Target date 2017	2018	2019	2020	Progress	Next steps
Reviews	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
	36D. Undertake whole-of-business review	Complete	✓	✓	✓	●		●		Recommendation completed in March Quarter 2019	

● First phase of review completed

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