
From: CRU Info
Sent: Friday, 15 December 2017 3:56 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: 'deputy.premier@ministerial.qld.gov.au'; tam.vanalphen@ministerial.qld.gov.au; matt.collins@ministerial.qld.gov.au; Jacqui Z Walters; Seaton S Ellick
Subject: Citytrain Response Unit
Attachments: 20171215 Letter to Minister from the CRU Chair.pdf

Dear Minister,

Please find attached a letter congratulating you on your recent appointment and introducing the Citytrain Response Unit.

As mentioned in the letter, please don't hesitate to contact my Program Director, Seaton Ellick, for a briefing prior to my return from annual leave.

Seaton can be reached on NR, alternatively by email on seaton.ellick@cru.qld.gov.au

I look forward to working with you over the coming period.

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



This email and any attachments may contain Cabinet-related information. The unlawful disclosure or retention of Cabinet-related information may constitute an offence under the *Criminal Code*, corrupt behaviour under the *Crime and Corruption Act 2001* and may constitute official misconduct under the *Public Sector Ethics Act 1994*. Encouraging or directing another person to do these things may also be an offence.

The Honourable Mark Bailey MP
Minister for Transport and Main Roads
Level 34, 1 William Street
BRISBANE QLD 4000

15 December 2017

Dear Minister,

Congratulations on your appointment as Minister for Transport and Main Roads.

As you may be aware, the Citytrain Response Unit (CRU) was established by the Queensland Government in February 2017 following the release and acceptance of all 36 recommendations of the Queensland Rail Train Crewing Practices Commission of Inquiry Final Report.

CRU's key responsibilities are to monitor and assure the implementation of the recommendations and to lead the review into a newly integrated public transport model for Queensland.

The CRU reports jointly and directly to you as Minister for Transport, and the Treasurer, and is administratively hosted by the Department of Transport and Main Roads.

I would like to provide a briefing to you and your team at an appropriate time, recognising you will have significant competing priorities over the next few weeks and months.

It is unfortunate timing, however I am travelling overseas until mid January. I will ask my office to set up a face to face meeting with you very soon after my return, at a time that suits you, however in the meantime my Program Director, Seaton Ellick, is available to provide any information you may require including a face to face briefing. Of course, I am very happy to participate in this briefing with you by phone whilst I am away. Please liaise with Seaton should you wish to do this.

I look forward to working with you over the coming period and successfully delivering the program on behalf of Government and the people of Queensland.

Once again, congratulations on your appointment.

Yours sincerely,

Jacqui Walters
Chair
Citytrain Response Unit

cc: Deputy Premier, Treasurer and Minister for Aboriginal Affairs and Torres Strait Islander Partnerships

Citytrain Response Unit

Overview of current and planned activities

December 2017

Contents

- Overview
- Recommendation 35
 - Reporting
 - Assurance program
- Recommendation 36
 - Integrated Public Transport Model (a-c)
 - Queensland Rail Whole-of-Business Review (d)

Released under RTI - DTMR

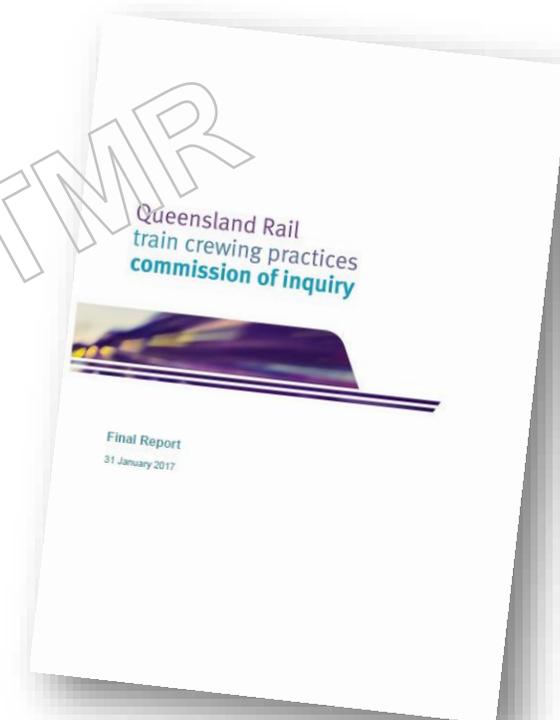
Citytrain Response Unit

- Established February 2017 following the release of the final report of the Queensland Rail Train Crewing Practices Commission of Inquiry (COI)
- Engage external rail and transport experts to assist in undertaking assurance and review activities, as required
- Led by independent Chair, Jacqui Walters
- Core team of 5 FTEs
- Report directly to Minister for Transport and Treasurer (as Shareholding Ministers for Queensland Rail)
- Located at Level 3, 61 Mary Street, Brisbane
- www.cru.qld.gov.au info@cru.qld.gov.au



Remit

- The COI made 36 recommendations – all accepted by Government
- CRU has responsibility for:
 - undertaking assurance of, and reporting on, the implementation of the COI recommendations (Recommendation 35)
 - leading reviews of the governance, legislative framework and structure of passenger rail service delivery in Queensland (Recommendation 36)
- Queensland Rail has responsibility for Recommendations 1-31
- The Department of Transport and Main Roads (DTMR) has responsibility for Recommendations 32-34





35 Reporting

- **Weekly briefings (as necessary)**

- Provide updates on current CRU activities and discuss priority items as required
- Highlight any specific achievements/issues/challenges
- Provide bespoke briefing's on recent assurance works

- **Weekly and Monthly reports**

- Chair sends weekly and monthly reports to the Minister via email
- Includes updates on current CRU activities and upcoming activities, in addition to progress reports from DTMR and Queensland on their respective progress
- CRU also provides summary report from a program perspective

- **Fixing the trains (Quarterly Report)**

- CRU leads and develops the public quarterly report for the 'Fixing the trains' transformation program with the support of DTMR and Queensland Rail
- Provided to the Minister's Office in the 3rd week of the new quarter for review
- Published on the CRU website subject to Minister approval





35 Assurance program

- The CRU works with Queensland Rail and DTMR to undertake assurance of their respective recommendations.
- As deemed necessary by the CRU or upon the request of the Minister, the CRU conducts reviews into activities performed and produced by the relevant entity. This is to ensure the response is thorough and meets the intent of the COI recommendations.
- The CRU has provided significant feedback to Queensland Rail to refine and bolster responses to recommendations. A log of formal CRU recommendations/feedback is maintained and submitted with the monthly report.



Assurance program cont.

Recommendations

| In planning | In progress | Partially complete | Complete |
|-------------|-------------|--------------------|----------|
| 0 | 22 | 1 | 13 |

- An assurance program has been developed in consultation with Queensland Rail and DTMR to ensure that the recommendations are prioritised and delivered in accordance with the *Fixing the trains* action plan
- The CRU has undertaken targeted reviews of:
 - Queensland Rail’s train crew forecasting, assessment of the sustainability of the current timetable, and plans for actively managing identified stress periods
 - Queensland Rail’s program management arrangements to support the successful delivery of its 31 recommendations
 - Queensland Rail’s recruitment and training arrangements to meet the target of 200 new drivers and 200 new guards
 - Queensland Rail’s comprehensive operating plans for all major capital projects and significant operational changes



Assurance program cont.

- CRU has assured Queensland Rail's works undertaken to date to plan for the Commonwealth Games with respect to train crew availability. The CRU will continue to work with Queensland Rail to finalise plans early in the New Year.
- **7** recommendations currently scheduled for completion by the end of December (Q4 2017)
 - Recommendations 1, 3, 6, 8, 18, 22 & 36A-C
- **4** recommendations to be placed on hold due to either not achieving the anticipated intent of the recommendation or due to key interdependencies relating to the Integrated Public Transport Model*
 - Recommendation 3, 6, 8 & 22
- **2** recommendation proposed to be brought forward for completion
 - Recommendation 12 & 14
- **1** recommendation to be finalised
 - Recommendation 5



36

Integrated Public Transport Model Review (a-c)

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



A structured approach was used to develop a target operating model

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



36

Next Steps for the Integrated Public Transport Model



Schedule a briefing on work completed to date and proposed recommended approach



Discuss and agree the pace/cadence for future stages, noting critical external dependencies



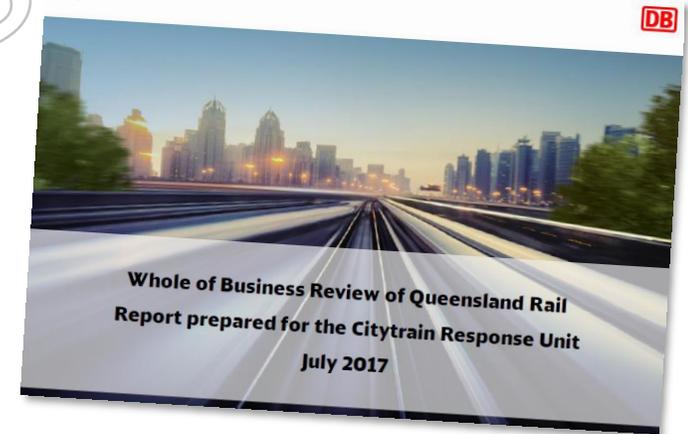
Submit recommended model (Stage 1) to Government*

Released under RTI - DTMR



36 Queensland Rail Whole-of-Business Review (d)

- The CRU engaged Deutsche Bahn Consulting to assist with undertaking a review of Queensland Rail to identify if there are any other areas of the business for further review, outside of the COI recommendations.
- The review made 15 recommendations for Queensland Rail
- Queensland Rail and the CRU agreed a plan for addressing the recommendations.
- Queensland Rail has prioritised recommendations relating to the New Generation Rollingstock and operational readiness for the Commonwealth Games.
- The CRU requested that Queensland Rail undertake a tightly scoped review of information and communication technology (ICT) security – to be completed by early March 2018.



From: CRU Info
Sent: Thursday, 21 December 2017 2:07 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; Seaton S Ellick; 'jacqui@jacquiwalters.com'
Subject: Confidential - summer timetable assurance
Attachments: 20171221 Letter to Minister re Summer Timetable.pdf

Dear Minister,

Please find attached a letter confirming the CRU's assurance activity in relation to summer timetable period. Should you have any specific questions, please direct them to Seaton Ellick on NR.

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTMR

The Honourable Mark Bailey MP
Minister for Transport and Main Roads
Level 34, 1 William Street
BRISBANE QLD 4000

21 December 2017

Dear Minister,

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



Yours sincerely,

Jacqui Walters
Chair
Citytrain Response Unit

(Encl 1)

Released under RTI - DTMR

Attachment 1

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR

From: CRU Info
Sent: Friday, 5 January 2018 2:54 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; 'emily.brogan@ministerial.qld.gov.au'; Seaton S Ellick; 'jacqui@jacquiwalters.com'
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180104 CRU WEEKLY REPORT TO THE MINISTER - WE 5 Jan 2018.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 5 January 2018. Should you have any specific questions, please direct them to Seaton Ellick on ^{NR} .

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: ^{NR}
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTPMR

Weekly Report to the Minister for Transport and Main Roads

Week ending 5 January 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The CRU has agreed with Queensland Rail timeframes relating to end of quarter closeout, including the provision of updates on recommendations and key achievements within the program.
- **Close out assurance activities:** The CRU will continue to work with Queensland Rail on the closeout of the Quarter 4 2017 recommendations, including Recommendation 1, 5b, 12, 18 and 24.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- **Eight week train crew management plan review (Recommendation 11):** Detailed feedback was provided by Queensland Rail regarding the draft SNC-Lavalin report. This feedback has been considered by SNC-Lavalin and the report has now been finalised. Queensland Rail will now embed and integrate the eight-week train crew model with the long-term train crew demand and supply model. It is expected that this recommendation will be closed out in Q1 2018.
- **Five-year train crew forecasting and planning (Recommendation 1):** Arup has completed a draft report into Queensland Rail's five-year forecasting and planning tool, and supporting processes. The report was provided to CRU for consideration and feedback and then issued to Queensland Rail. Pending Queensland Rail's response to the report, it is expected that this recommendation will be noted as completed in the Q4 2017 public progress report.
- **Review all Train Crew Responsibilities (Recommendation 18):** Queensland Rail has undertaken a review to validate and refine train crew responsibilities. This work has been reviewed by SNC-Lavalin and a draft report was provided to CRU for consideration and feedback. The report is now with Queensland Rail for consideration. Pending Queensland Rail's response to the report, it is expected that this recommendation will be noted as completed in the Q4 2017 public progress report.

Integrated Public Transport Model (Recommendation 36A-C)

- In line with the 'Fixing the trains' timeline requirements, the CRU completed Stage 1 of the review into the Integrated Public Transport Model in December 2017. This work was

undertaken to identify a recommended integrated public transport model for Queensland.

Whole-of-Business Review (Recommendation 36D)

- As agreed with CRU, Queensland Rail is continuing work to close out the priority recommendations of the Deutsche Bahn whole-of-business report, relating to New Generation Rollingstock and operational readiness for the Commonwealth Games.
- The CRU has also requested that Queensland Rail direct immediate focus on information and communication technologies.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Continue to develop of the 'Fixing the trains' public progress report for Q4, 2017. This is expected to be published on the CRU website on or around 19 January 2018, subject to your approval.
- Finalise all assurance activities required to close out relevant recommendations for Q4 2017.
- Continue assurance activities on Queensland Rail's Commonwealth Games timetable, specifically in relation to train crew availability.
- Issue final letter to Queensland Rail regarding the CRU's targeted review on Recommendation 2 (Ensure project plans consider operations), and provide an overview of findings to your office.
- Finalise targeted reviews of the following recommendations and provide an overview of findings to your office:
 - Recommendation 11—Institute eight week crew planning process
 - Recommendation 1—Introduce mature, long-term forecasting
 - Recommendation 18—Review all train crew responsibilities.

Integrated Public Transport Model (Recommendation 36A-C)

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
- A meeting is proposed with your office for 29 January to discuss this project.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail is expected to provide updates on the status of the prioritised recommendations in its January monthly report to the CRU.

From: CRU Info
Sent: Friday, 9 February 2018 3:43 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; Emily.Brogan@ministerial.qld.gov.au; Seaton S Ellick; Jacqui Z Walters
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180209 CRU WEEKLY REPORT TO THE MINISTER - WE 09 Feb 18.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 09 January 2018. Should you have any questions, please contact Seaton Ellick on NR

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTPMR

Weekly Report to the Minister for Transport and Main Roads

Week ending 09 February 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The 'Fixing the trains' December Quarter 2017 progress report was finalised and published on the CRU's website on 29 January 2018.

The January monthly report has been prepared and will be provided to your office.

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration



- **Other reviews:** SNC-Lavalin has met with stakeholders and undertaken additional data analysis to further refine the findings and recommendations of reports regarding:
 - Recommendation 1—Five-year train crew forecasting and planning
 - Recommendation 18— Review all Train Crew Responsibilities.

Integrated Public Transport Model (Recommendation 36A-C)

- The CUR is continuing to engage with your office regarding next steps.

Whole-of-Business Review (Recommendation 36D)

- The CRU is continuing to review Queensland Rail' close-out request for recommendations: 1.1.1, 1.1.2, 1.2, 1.4, 4.1, 4.2, 5.1a-d, 6.1a-c.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Continue to engage with Queensland Rail regarding any further timetable/train crew refinements required in preparation for the Commonwealth Games.
- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
- SNC-Lavalin finalise the reports for Recommendations 1 and 18 and provide a copy to Queensland Rail for fact checking.

Integrated Public Transport Model (Recommendation 36A-C)

- A meeting is proposed with your office for 12 February 2018 to discuss the topic further.

Whole-of-Business Review (Recommendation 36D)

- Finalise the review of Queensland Rail's response to the recommendations outlined above.

Released under RTI - DTMR

From: CRU Info
Sent: Friday, 12 January 2018 4:07 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; 'emily.brogan@ministerial.qld.gov.au'; Seaton S Ellick; 'jacqui@jacquiwalters.com'
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180111 CRU WEEKLY REPORT TO THE MINISTER - WE 12 Jan 2018.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 12 January 2018. Should you have any specific questions, please direct them to Seaton Ellick on NR

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTPMR

Weekly Report to the Minister for Transport and Main Roads

Week ending 12 January 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The CRU has prepared an initial draft of the public December quarterly report and a copy has been provided to your office for preliminary feedback. Following a collation of feedback from the various stakeholders, a final draft will be provided to your office for approval.
- **Close out assurance activities:** The CRU has worked with Queensland Rail on the closeout of recommendations for Quarter 4 2017, including Recommendations, 1, 5b, 12, 18 and 24. These recommendations will be noted as complete in the Q4 2017 progress report.

Recommendation 5a will remain partially complete as it requires assurance of Queensland Rail's final transport plan for the Commonwealth Games.

- **Timetable:** The CRU has continued to work closely with the Queensland Rail Timetable Sustainability team to undertake assurance of Queensland Rail's proposed approach to managing the Commonwealth Games stress period, specifically in relation to train crew availability. A letter outlining the CRU's assurance will be included as part of the Cabinet submission being collated by DTMR.
- **Five-year train crew forecasting and planning (Recommendation 1):** The CRU has reviewed and provided feedback to SNC-Lavalin regarding the draft report for Queensland Rail's five-year forecasting and planning tool and supporting process. The report will then be forwarded to Queensland Rail for fact-checking. Recommendation 1 will be noted as complete in the Q4 2017 progress report.
- **Review all Train Crew Responsibilities (Recommendation 18):** The CRU has provided feedback regarding SNC-Lavalin's draft report regarding their review of Queensland Rail's response to Recommendation 18. The report will then be forwarded to Queensland Rail for fact-checking. Recommendation 18 will be noted as complete in the Q4 2017 progress report.

Integrated Public Transport Model (Recommendation 36A-C)

- Both the summary and detailed reports on Stage 1 of the Integrated Public Transport Model Review have been provided to your office for consideration.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail is continuing to work on closing out recommendations from the DB whole-of-business report.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Seek feedback from stakeholders regarding the draft 'Fixing the trains' public progress report for Q4, 2017. This is expected to be published on the CRU website on or around 22 January 2018, subject to your approval.
- Finalise all assurance plans for Quarter 1 2018.
- Finalise assurance activities on Queensland Rail's final timetable for the Commonwealth Games, specifically in relation to train crew availability. A letter of assurance will be included in DTMR's submission to Cabinet, Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
- SNC-Lavalin to review feedback provided by the CRU regarding Recommendations 1 and 18, and finalise draft reports. These will then be provided to Queensland Rail for fact checking, prior to finalising the reports and officially closing out the reviews.

Integrated Public Transport Model (Recommendation 36A-C)

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
- A meeting is proposed with your office for 23 January 2018 to discuss this project.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail is expected to provide an update on the status of the recommendations in the January Response & Recovery Board report.

Released under DTMR

From: CRU Info
Sent: Wednesday, 17 January 2018 10:43 AM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; 'emily.brogan@ministerial.qld.gov.au'; Seaton S Ellick; 'jacqui@jacquiwalters.com'
Subject: Confidential Cabinet Related - Commonwealth Games timetable
Attachments: 20180117 CRU assurance letter_Commonwealth Games timetable vFinal.pdf

Dear Minister,

Please find attached Citytrain Response Unit's assurance letter regarding Commonwealth Games timetable. Should you have any specific questions, please direct them to Seaton Ellick on NR.

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DPMR

The Honourable Mark Bailey MP
Minister for Transport and Main Roads
1 William Street
BRISBANE QLD 4000

17 January 2018

Dear Minister,

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Should you have any questions or concerns, please feel free to contact me directly to discuss.

Yours sincerely,

Jacqui Walters
Chair
Citytrain Response Unit

(Encl 1)

Released under RTI - DTMR

Attachment 1

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR



From: CRU Info
Sent: Monday, 22 January 2018 2:19 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; 'emily.brogan@ministerial.qld.gov.au'; 'jacqui@jacquiwalters.com'; Seaton S Ellick
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180119 CRU WEEKLY REPORT TO THE MINISTER - WE 19 Jan 2018.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 19 January 2018. Should you have any specific questions, please direct them to Seaton Ellick on ^{NR} [redacted].

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTPMR

Weekly Report to the Minister for Transport and Main Roads

Week ending 19 January 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The draft quarterly report has been finalised. Subject to approval from your office, the report will be ready for publishing on the CRU website next week.
- **Assurance activities:** The CRU met with Queensland Rail to discuss plans for addressing Recommendation 19 (refresh escalation practices).
- **Timetable:** The CRU has completed assurance activities on Queensland Rail's plans for the Commonwealth Games, specifically in relation to train crew availability. A letter of assurance has been included in Department of Transport and Main Roads' submission to Cabinet.

This assurance is based on information provided to the CRU as at 16 January 2018. Any changes resulting from residual negotiations with train crew unions, or decisions made by the Queensland Rail Board after this date, will require further assurance activities to understand any potential impacts to train crew availability.

- **Five-year train crew forecasting and planning (Recommendation 1):** SNC-Lavalin has submitted its final draft report on Queensland Rail's five-year forecasting model for a quality assurance review. Following review, the report will be forwarded to Queensland Rail for fact-checking.
- **Review all Train Crew Responsibilities (Recommendation 18):** SNC-Lavalin's has submitted its final draft report regarding Queensland Rail's response to Recommendation 18 to the CRU for a quality assurance review. Following review, the report will be forwarded to Queensland Rail for fact-checking.

Integrated Public Transport Model (Recommendation 36A-C)

- Both the summary and detailed reports on Stage 1 of the Integrated Public Transport Model Review have been provided to your office for consideration.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail is continuing to work on closing out recommendations from the Deutsche Bahn Whole-of-Business Report.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Finalise December quarterly report, subject to advice and approval from your office.
- Finalise all assurance plans for Quarter 1 2018.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

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-

- Provide Queensland Rail with final draft reports on Recommendations 1 and 18 for fact checking. These reports will then be finalised and the reviews officially closed out.

Integrated Public Transport Model (Recommendation 36A-C)

- Government consideration of the recommended model is required in order for the CRU to proceed to Stage 2 – Detailed Design.
- A meeting with your office is scheduled for 30 January 2018 to discuss this project.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail is expected to provide an update on the status of the recommendations in the January 2018 Response & Recovery Board report.

Released under RTI - DTMR

From: CRU Info
Sent: Monday, 29 January 2018 10:21 AM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; 'emily.brogan@ministerial.qld.gov.au'; Seaton S Ellick; 'jacqui@jacquiwalters.com'
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180126 CRU WEEKLY REPORT TO THE MINISTER - WE 26 Jan 2018.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 26 January 2018. Should you have any specific questions, please direct them to Seaton Ellick on NR.

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



Released under RTI - DTPMR

Weekly Report to the Minister for Transport and Main Roads

Week ending 26 January 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The draft quarterly report has been finalised. This will be published on the CRU website on Monday 29 January 2018.

• Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- **Timetable:** The CRU will continue to work with Queensland Rail to identify if there are any material impacts to train crew availability during the Commonwealth Games stress period as a result of residual train crew union negotiations.
- **Five-year train crew forecasting and planning (Recommendation 1):** The CRU has provided additional feedback on the final report to SNC-Lavalin for consideration.
- **Review all Train Crew Responsibilities (Recommendation 18):** The CRU has provided additional feedback on the final report to SNC-Lavalin for consideration.

Integrated Public Transport Model (Recommendation 36A-C)

- Both the summary and detailed reports on Stage 1 of the Integrated Public Transport Model Review have been provided to your office for consideration.

Whole-of-Business Review (Recommendation 36D)

- Queensland Rail provided CRU with closure reports for Recommendations 1.4 and 4.1 of the DB whole of business review.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Publish the December quarterly report on the CRU website.

• Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

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Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- SNC-Lavalin to provide an updated report for Recommendations 1 and 18 to CRU. These reports will then be provide to Queensland Rail for fact checking.

Integrated Public Transport Model (Recommendation 36A-C)

• Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- A meeting with your office is scheduled for 30 January 2018 to discuss this project.

Whole-of-Business Review (Recommendation 36D)

- The CRU will complete a review of Queensland Rail's closure request and identify if any further information is required to close-out Recommendations 1.4 and 4.1

Released under RTI - DPMR

From: CRU Info
Sent: Friday, 9 February 2018 3:44 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; Emily.Brogan@ministerial.qld.gov.au; Seaton S Ellick; Jacqui Z Walters
Subject: Confidential - Citytrain Response Unit Monthly report
Attachments: 20180209 FTT Monthly Report vf.pdf; Queensland Rail Fixing the Trains January Board Report - 18012018_DRAFT.pdf

Dear Minister,

Please find attached Citytrain Response Unit's monthly report for January 2018. The Queensland Rail Fixing the Trains report documents is classified as Commercial-in-Confidence. The document is protected with a password (RR2017).

Should you have any questions, please contact Seaton Ellick on NR

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



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Fixing the trains

Monthly report

JANUARY 2018

Summary

The Citytrain Response Unit (CRU) has continued to work with Queensland Rail and the Department of Transport and Main Roads (TMR) to ensure the intent of each of the 36 Strachan Inquiry recommendations is delivered.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

The CRU also developed, in consultation with Queensland Rail and TMR, the December 2017 quarterly report. This was published on the CRU's website on 29 January 2018.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

As outlined in Queensland Rail's Board report (attached), Queensland Rail is seeking close out on a number of recommendations from the Deutsche Bahn Whole-of-Business Review. The CRU will commence assurance activities on Queensland Rail's response to these recommendations next month.

Highlights

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
- The *Fixing the trains* progress report for the December 2017 quarter was published on 29 January 2018. The report notes 17 recommendations complete, 3 recommendations partially complete and 16 recommendations still in progress.
- The CRU undertook assurance of, and reported the following recommendations as complete in the December quarter:
 - **Recommendation 1: Introduce mature, long-term forecasting**—assurance of this recommendation included a deep-dive review which was undertaken by external advisors, on behalf of the CRU.
 - **Recommendation 5b: Develop timetable contingency options**—outstanding activities for this recommendation included the development a set of standard



communication tools and processes to ensure customers receive advance notice of timetable changes.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- **Recommendation 12: Actively manage leave**—this recommendation was completed prior to its scheduled completion in the December Quarter 2018.
- **Recommendation 18: Review all train crew responsibilities**—assurance of this recommendation included a deep-dive review which was undertaken by external advisors, on behalf of the CRU.
- **Recommendation 24: Overhaul risk management practices**—this recommendation was completed prior to its scheduled completion in the September Quarter 2018.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

• Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

- In December 2017¹, Queensland Rail achieved the following results:
 - Customer satisfaction—70.30% (up from 69.96% in the previous quarter)
 - Reliability (Citytrain)—99.80% (up from 99.63% in November 2017)
 - On-time running (Citytrain)—97.85% (up from 96.42% in November 2017)
 - Driver productivity—29.6% (down from 32.9% in November 2017)*
 - Driver productivity (Footplate time)—34% (down from 35.6% in November 2017)*
 - Timetable sustainability (Driver)—38.87% (down from 48.97% BLPs/SLPs² worked in November)
 - Timetable sustainability (Guard)—21.31% (down from 36.01% BLPs/SLPs worked in November)

** The CRU has requested further information from Queensland Rail to better understand the reason for such a significant drop in productivity for the month of December 2017.*

• Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

¹ These metrics are provided by Queensland Rail, as reported in the January Response and Recovery Board Report.

² Block Leisure Periods (BLP) and Single Leisure Periods (SLP)

- Queensland Rail has made the following progress in recruiting train crew since October 2016:

| | New selected | New in supply | Cessations* | Net change | Total FTE |
|----------------|--------------|---------------|-------------|------------|-----------|
| Drivers | 145 | 55 | 50 | 5 | 484 |
| Guards | 262 | 158 | 131 | 27 | 510 |

*Includes guards who have now become drivers or guard tutors, and drivers who have become tutor drivers

Note: Tutor statistics will be incorporated from next month.

Challenges

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
-

Program risks

| Risk | Treatment | Owner |
|---------------------------------------------------------|-----------|------------------------|
| Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | | All |
| | | CRU Queensland Rail |
| | | CRU |



| Risk | Treatment | Owner |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | | Queensland Rail |
| | | CRU |
| The timing of Queensland Rail Board approvals impact Queensland Rail's ability to provide timely and relevant information to CRU and TMR and has a knock-on effect on timely information to other stakeholders | CRU to work with Queensland Rail to agree timelines for receiving information and negotiate provision of draft documents wherever possible to allow CRU to conduct assurance in parallel to the Board approval process | CRU Queensland Rail |
| A lack of responsiveness from Queensland Rail to provide information required impacts the CRU's ability to undertake assurance activities within agreed timeframes | CRU to work with Queensland Rail to agree processes and timelines for receiving information and escalate when agreed timelines are not met | CRU Queensland Rail |
| Varying terminology creates stakeholder confusion and may result in inaccuracies | Seek agreement across all parties on terminology and messaging | All |
| Lack of understanding in Queensland Rail regarding the expected scope of the organisational change program leads to unrealistic expectations | Queensland Rail CEO and PMO to engage with CRU regarding the scope of expected change program | Queensland Rail CRU |
| Lack of awareness regarding stakeholder needs result in failure of CRU, QR and TMR to meet expectations | All parties to work with the Minister's Office to ensure clear alignment on expectations and deliver on agreed approach | All |
| Confidential information regarding specific activities/recommendations is compromised, leading to additional stress in the organisations and potentially impacting the ability to deliver transformation | Ensure all recipients of confidential information are aware of the confidentiality Have confidentiality agreements in place, where appropriate Track distribution of confidential documents | All |
| Stakeholder disengagement and uncooperativeness | All parties to ensure alignment of activities and minimise repetition and duplication of stakeholder engagement, where appropriate (e.g. share | All |

| Risk | Treatment | Owner |
|------|--------------------------------------------------|-------|
| | documents and information and combine meetings). | |

Next steps

The following recommendations and milestones are due for delivery in Quarter 1, 2018:

| Recommendation/Milestone | Comment |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommendations | |
| Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | |
| 11. Institute eight-week crew planning process | <p>The CRU has undertaken assurance on Queensland Rail's eight-week train crew model.</p> <p>Queensland Rail to embed and integrate the eight-week train crew model with the long-term train crew demand and supply model.</p> |
| Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | |
| Interim milestones | |
| 23. Introduce lean management system | It is expected that by the end of Q1 2018, Queensland Rail will have implemented visual reporting. |

Key next steps for the transformation program include:

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
-
-
-



- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
-

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Citytrain Response Unit feedback

The following table details the CRU’s formal feedback to Queensland Rail, provided as a result of assurance reviews, to ensure the intent of the Strachan Inquiry recommendations are addressed. This table is updated on a monthly basis with changes made to reflect the current status – all completed actions from last month have been removed.

| Date | Initiative | Feedback | Actioned by QR | Comment |
|-------------------------|--------------------------|---------------------------------------------------------|----------------|---------|
| October – December 2017 | Timetable sustainability | Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | | |

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| Date | Initiative | Feedback | Actioned by QR | Comment |
|------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration | | |
| | Whole-of-Business Review | Queensland Rail to provide an update by 31 October 2017 on progress against prioritised recommendations. | - | Queensland Rail has submitted a number of close-out requests for recommendations. The CRU will review Queensland Rail's response and undertake assurance, if required. The Queensland Rail Fixing the Trains Board report provides further progress updates on actions against each recommendation. Actions to be verified by CRU next month. |
| | | Deeper review of ICT governance and strategy to be undertaken in next few months – scope to focus on business continuity and security | - | Queensland Rail has provided CRU with scope and approach for the ICT Security Review. Part Refuse Sch.4 Part 4 s.4(1)(a) Opinion/advice/recommendation for deliberative processes of government |

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

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Citytrain

RESPONSE UNIT

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Fixing the trains

January Report

 **QueenslandRail**

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DISCLAIMER

Information contained within this document is accurate as at the date of submission.

This document should be considered as a whole. Queensland Rail is available to answer any queries, and the reader should seek that advice before drawing conclusions on any issue in doubt.

Program progress report

Critical pathways

| | | | |
|------------|---------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Accelerated Recruitment & Training ¹ | | Productivity ² |
| Focus area | <ul style="list-style-type: none"> Recruitment pipeline Training schools Review & optimise | | <ul style="list-style-type: none"> Traincrew sectorisation Depot and stabilising optimisation Restrictive EA conditions and practices Train crew availability & productivity opportunities |
| Progress | On track | On track | |

| | | | |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Planning & Forecasting ³ | | Customer & Culture ⁴ |
| Focus area | <ul style="list-style-type: none"> Strategy & framework Rolling 8 week forecast Long-term demand & supply forecast NGR & major events integration Upgrade/line optimisation Commonwealth Games | | <ul style="list-style-type: none"> Proactive communications to restore public confidence Transparency & reporting Lean management Enterprise culture Delivering for customers |
| Progress | On track | On track | |

Notes:

- 1 Progress accumulation of recommendations: 1, 6, 10, 14, 15, 16.
 - 2 Progress accumulation of recommendations: 1, 6, 7, 8, 9, 16, 18.
 - 3 Progress accumulation of recommendations: 1, 2, 3, 4, 5, 7, 11, 17, 22.
 - 4 Progress accumulation of recommendations: 13, 19, 23, 24, 26, 27, 28, 29, 31.
- Source: Clarizen PMO reporting tool.

Program updates

In Quarter 4 2017, Queensland Rail submitted recommendations 1, 5b, 12, 18 and 24 for closure. These recommendations have been accepted as complete by the Citytrain Response Unit (CRU), bringing the total of completed recommendations to 17 out of the 31 assigned to Queensland Rail. Notwithstanding the recommendations deferred due to their dependency on recommendation 36, Queensland Rail has delivered 4 of the 17 recommendations ahead of schedule in its plan to address the Commission of Inquiry.

Part Refuse Sch.4 Part 4 s.4(1)(b) Consultation/deliberation for deliberative processes of government

Part Refuse Sch.4 Part 4 s.4(1)(b) Consultation/deliberation for deliberative processes of government

Part Refuse Sch.4 Part 4 s.3(d) Substantial adverse effect on industrial relations

Transformation progress and next steps

Key achievements

- 1 Queensland Rail has developed and implemented a comprehensive, dynamic Integrated Demand and Supply (IDAS) model for Queensland Rail traincrew, providing a five year rolling monthly forecast. The rollingstock forecast has now been added to the model for an integrated view of people and assets. A static five year model of train controllers has also been developed. The CRU undertook a targeted review of the model, and associated processes, finding it to be sufficiently robust to meet the intent of the recommendation. This recommendation is considered complete.
- 5b In consultation with TransLink, Queensland Rail has developed set of standard communication tools and processes to ensure customers receive advanced notice of timetable changes. Queensland Rail will continue to work with the Citytrain Response Unit and the Department of Transport and Main Roads to finalise plans for the Commonwealth Games period, however this recommendation is considered complete.
- 12 Leave liability analysis has been completed to inform the annual leave committee decision making process. The rostering leave dashboard has undergone user acceptance testing and is available to the business. While refinement and integration with the IDAS model continues, this recommendation is considered complete, prior to the scheduled completion date of Quarter 4 2018.
- 18 Current-state and transition-state traincrew process accountability hierarchies have been developed and agreed by the Executive General Manager Citytrain and Executive General Manager People & Culture. This recommendation is considered complete.
- 22 Queensland Rail has introduced a number of transformation initiatives within the organisation including, the redesigned structure of People and Culture function, and the new Customer and Innovation function.
Part Refuse Sch.4 Part 4 s.3(d) Substantial adverse effect on industrial relations
- 24 Queensland Rail is continuing to roll out online and face-to-face risk management training to build risk management capability and embed risk management in day-to-day practices. This recommendation has been completed prior to the scheduled completion date of Quarter 2 2018.

Critical next steps

6 Part Refuse Sch.4 Part 4 s.3(d) Substantial adverse effect on industrial relations

8

11

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Key metrics

Training and Recruitment (as at 10 Jan 2018)

| Train crew | Selected ¹ | In supply ² | Avg training duration | Target duration |
|------------|-----------------------|------------------------|-----------------------------|-----------------------|
| Drivers | 145 | 49 | 13.1 months | 9 months ³ |
| Guards | 262 | 157 | Not applicable ⁴ | |

Notes:

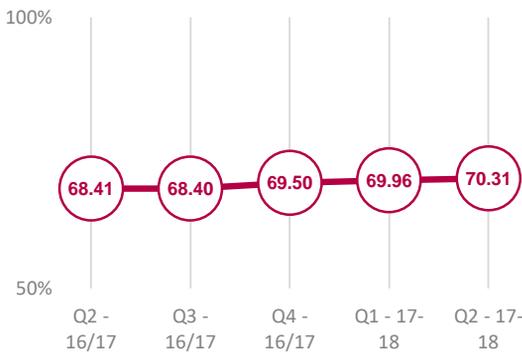
1 Includes candidates with a status of ready to offer and offered

2 Includes candidates who have completed training and come into supply since October 2016

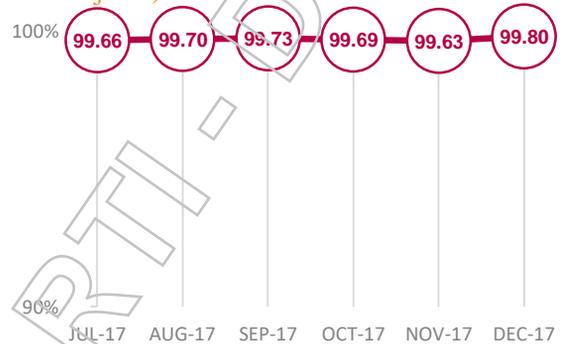
3 Dependent on acceleration improvements being realised through current optimisation work by an external contractor

4 The current focus for Guard training duration is ensuring that Guard training content and methods are designed to reflect best practice in training delivery

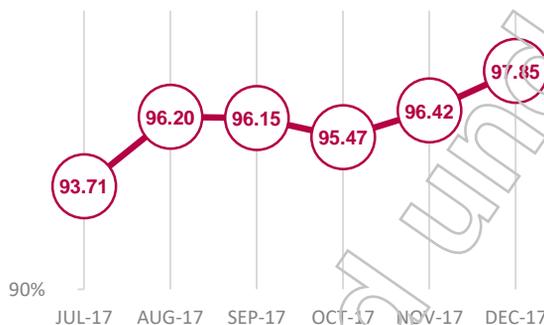
Graph 1: Customer Satisfaction – Citytrain (TransLink index) ¹



Graph 2: Reliability – Citytrain 24/7 (adjusted for Force Majeure) ²



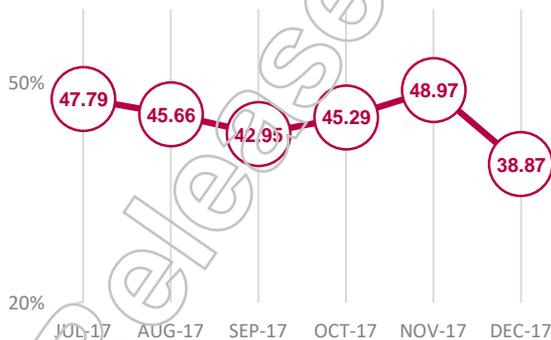
Graph 3: On-time Running – Citytrain combined peaks (adjusted for Force Majeure) ²



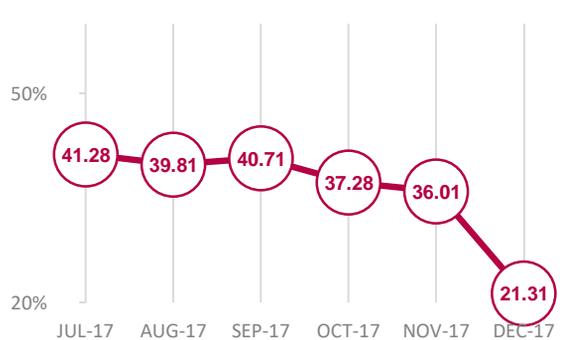
Graph 4: Driver Productivity (Footplate %) ³



Graph 5: Timetable Sustainability – Driver ⁴



Graph 6: Timetable sustainability – Guard ⁴



Sources:

1 Translink

2 Operational Performance

3 Driver on Duty Work Hours – SAPIENS Job Cards and SAPIENS Rosters (also includes, AFD, 'As Required' and 'Training' time shifts). Driver Footplate Time (Revenue) – SAPIENS Job Cards where the specific activities relate to a train being driven and the train is classed as a revenue service. Note: Driver productivity is the percentage of time spent driving a train relative to total revenue train hours. Increased accuracy in calculation of driver productivity has resulted in an increase in the monthly revenue footplate total from the last report.

4 BLP/SLP worked – SAPIENS rostering system database. Note: Timetable sustainability is the proportion of drivers and guards rostered on a leisure period who were required to work. A lower percentage indicates a greater level of timetable sustainability as there is less reliance on overtime.

Pages 54 through 63 redacted for the following reasons:

Exempt Sch.4 Part 4 s.7(1)(c) Business/commercial/professional/financial affairs

Exempt Sch.4 part 3 s.2 Commercial /financial affairs

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From: CRU Info
Sent: Monday, 19 February 2018 11:09 AM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; emily.brogan@ministerial.qld.gov.au; Seaton S Ellick; Jacqui Z Walters
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180216 CRU WEEKLY REPORT TO THE MINISTER - WE 16 Feb 18.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 16 February 2018. Should you have any questions, please contact Seaton Ellick on NR

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: NR
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



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Weekly Report to the Minister for Transport and Main Roads

Week ending 16 February 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The January monthly report was provided to your office on 09 February 2018.

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration



- **Other reviews:** SNC-Lavalin has finalised their reports regarding:
 - Recommendation 1—Five-year train crew forecasting and planning
 - Recommendation 18—Review all Train Crew Responsibilities.

The CRU will review these reports and then provide them to Queensland Rail for fact checking.

Integrated Public Transport Model (Recommendation 36A-C)

- The CRU is continuing to engage with your office regarding next steps.

Whole-of-Business Review (Recommendation 36D)

- The CRU has conducted a review of Queensland Rail's close-out request for recommendations: 1.1.1, 1.1.2, 1.2, 1.4, 4.1, 4.2, 5.1a-d, 6.1a-c.

Some additional information is required before the CRU can close out these recommendations. This will be discussed with Queensland Rail next week.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Continue to engage with Queensland Rail regarding any further timetable/train crew refinements required in preparation for the Commonwealth Games.

Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

-
-
-
- Work with Queensland Rail to finalise closeout reports for Recommendations 1 and 18.

Integrated Public Transport Model (Recommendation 36A-C)

- Continue to develop proposal for your consideration.

Whole-of-Business Review (Recommendation 36D)

- Provide feedback to Queensland Rail on the outcomes of the review and request any additional information required to close out recommendations.

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From: CRU Info
Sent: Monday, 26 February 2018 2:19 PM
To: transportandmainroads@ministerial.qld.gov.au
Cc: tam.vanalphen@ministerial.qld.gov.au; Emily.Brogan@ministerial.qld.gov.au; Seaton S Ellick; Jacqui Z Walters
Subject: Confidential - Citytrain Response Unit Weekly Report
Attachments: 20180223 CRU WEEKLY REPORT TO THE MINISTER - WE 23 Feb 18.pdf

Dear Minister,

Please find attached Citytrain Response Unit's weekly report for the week ending 23 February 2018. Should you have any questions, please contact Seaton Ellick on ^{NR}

Kind regards,

Jacqui Walters

JACQUI WALTERS
Chair

Citytrain Response Unit
Level 3, 61 Mary
Brisbane QLD 4000
p: 07 3066 7306 (ext 67306)
m: ^{NR}
e: Jacqui.Z.Walters@cru.qld.gov.au
w: www.cru.qld.gov.au



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Weekly Report to the Minister for Transport and Main Roads

Week ending 23 February 2018

Highlights

Assurance program and reporting (Recommendation 35)

- **Reporting:** The CRU has commenced drafting the February monthly report.

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration



- **Other reviews:** The CRU has received SNC-Lavalin's final report regarding five-year train crew forecasting and planning (Recommendation 1).

The CRU is currently reviewing SNC-Lavalin's updated draft report on a review of all train crew responsibilities (Recommendation 18).

Integrated Public Transport Model (Recommendation 36A-C)

- The CRU is continuing to engage with your Office regarding a proposed model.
- A meeting is scheduled with your Office on Tuesday 27 February 2018 to discuss this further.

Whole-of-Business Review (Recommendation 36D)

- The CRU has provided feedback to Queensland Rail on the outcomes of the review of close-out request for recommendations: 1.1.1, 1.1.2, 1.2, 1.4, 4.1, 4.2, 5.1a-d, 6.1a-c.

Additional information has been requested in order for the CRU to close out these recommendations.

Upcoming activities and milestones

Assurance program and reporting (Recommendation 35)

- Finalise monthly report, subject to receiving Queensland Rail's monthly Board report.

- Part Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

-
-

- Work with SNC-Lavalin to finalise report for Recommendations 18.

Integrated Public Transport Model (Recommendation 36A-C)

- Continue to develop proposal for your consideration, incorporating any outcomes from the meeting scheduled with your Office on Tuesday 27 February 2018.

Whole-of-Business Review (Recommendation 36D)

- Finalise the review of Queensland Rail's response to the recommendations outlined above.

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