



Queensland  
Government

Office of the  
Director-General

Department of  
Transport and Main Roads

Our ref: DG31007

2 MAR 2016

Ms Helen Gluer  
Chief Executive Officer  
Queensland Rail Limited  
GPO Box 1429  
BRISBANE QLD 4001

Dear Ms *Helen* Gluer

I am writing to inform you that on 22 February 2016 the Department of Transport and Main Roads' (TMR) Finance Committee reviewed a submission on the proposed South East Queensland (SEQ) Rail Service Plan, including potential impacts to the Rail Transport Services Contract (TSC).

Firstly, I would like to take this opportunity to thank Queensland Rail for providing timely and accurate information to assist in preparing the submission.

Specifically, I appreciate the work undertaken by Queensland Rail to identify the operational savings that will be realised following the introduction of the New Generation Rollingstock (NGR) fleet and the new maintenance centre at Wulkuraka. Furthermore, the indicative costings provided by Queensland Rail for additional services, as per the proposed SEQ Rail Service Plan, offered valuable detail to the committee in considering a preferred approach for implementing the plan. I have enclosed the estimated savings and service costings provided by Queensland Rail for your reference.

Following the outcomes of the finance committee meeting, I now ask that Queensland Rail finalise these indicative costings provided for the first four service enhancement options, per the proposed SEQ Rail Service Plan 'low option'. These include:

- from three to six-car improvements
- additional Sunshine Coast off-peak services
- Ferny Grove and Shorncliffe peak service enhancements
- Gold Coast peak service enhancements.

It would be appreciated if you could please prioritise this request and provide the finalised costings to TMR by Friday 18 March 2016.

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I also request that TMR and Queensland Rail now work together to undertake further analysis to determine the future rollingstock requirements for SEQ. The analysis will include, but not be limited to, whether Queensland will achieve value for money through exercising the option to purchase an additional 24 trains, under the current NGR contract. I have asked that Mr Seaton Ellick, Executive Director (Rail), TMR, take the lead in collaborating with Queensland Rail to undertake this work.

Should you require any further information regarding these matters, please contact Mr Ellick on 3338 4301.

I would like to reiterate TMR's commitment to continuing to work in collaboration with Queensland Rail to achieve optimal outcomes for rail matters in Queensland.

Thank you for your ongoing cooperation in delivering these important projects.

Yours sincerely



Neil Scales  
**Director-General**  
**Department of Transport and Main Roads**

Enc (1)

Released under RTI - DTMR

15 February 2016

Seaton Ellick  
 Executive Director (Rail Performance, Contracts and Operations)  
 Translink Division  
 Department of Transport and Main Roads  
 Level 1, 61 Mary Street  
 Brisbane QLD 4000

Dear Mr Ellick

I write in response to your letter of 6 January 2016 requesting preliminary quotes for the provision of additional train services in line with the draft DTMR SEQ Rail Services Plan (Services Plan). This letter followed presentation of Queensland Rail's potential NGR related savings to the DTMR Finance Committee.

Please note that, as a result of the latest Enterprise Agreement (EA) offer at 3.0% per annum compared to the 2.2% assumed in the 2015/16 Corporate Plan, the potential NGR related savings identified in November 2015 have been slightly amended as follows:

\$M	FY17	FY18	FY19	FY20	FY21	5 Year Total
Net Operational Savings (per Nov 15 advice)	1.0	7.5	18.9	19.6	20.1	67.1
EA Impact (at 3%)	(0.2)	(0.5)	(0.7)	(1.1)	(1.3)	(3.8)
Revised Net Operational Savings	0.8	7.0	18.2	18.5	18.8	63.3

The above savings are largely dependent on the final business operating model and have not been reflected in the FY2017 Corporate Plan or the Forward Estimates.

Queensland Rail has undertaken the requested high level costing exercise based on the Services Plan. As per your subsequent request, implementation of the first tranche of Sector 1 improvements has been costed from 1 July 2018 and the Sector 2 improvements have been costed from 1 July 2019. Additional train KMs have been modelled (based on the figures provided by DTMR) as follows:

Additional Train KMs ('000s)	FY17	FY18	FY19	FY20	Total
3 car to 6 car improvements*					0
Sunshine Coast Line off peak	101	34			135
Ferny Grove & Shorncliffe peak	17	31			48
Gold Coast peak		140	13		153
<b>Low Option</b>	<b>118</b>	<b>205</b>	<b>13</b>	<b>0</b>	<b>336</b>
Sector 1 peak & off peak			1,540		1,540
Sector 2 peak & off peak				559	559
Sector 1 peak				340	340
<b>High Option</b>	<b>0</b>	<b>0</b>	<b>1,540</b>	<b>899</b>	<b>2,439</b>
<b>Σ Train KMs</b>	<b>118</b>	<b>323</b>	<b>1,876</b>	<b>2,775</b>	<b>2,775</b>

\* 3 Car to 6 car improvements are at the top of the list as it can be implemented as soon as units become available. Costs only required for FY17. It is assumed once sufficient NGR units become available these trains will be absorbed.

Indicative costings for the service enhancements are as follows:

	FY17	FY18	FY19	FY20	FY21	5 Year Total
	\$'M	\$'M	\$'M	\$'M	\$'M	\$'M
<b>Cost of Additional Services:</b>						
(1) 3 Car to 6 car improvements	0.5	-	-	-	-	0.5
(2) Sunshine Coast Line off peak improvement	0.3	0.3	0.3	0.5	0.5	2.0
(3 & 4) Ferny Grove / Shorncliffe / Gold Coast peak enhancements	1.0	1.8	2.1	2.4	2.6	9.9
(5) Sector 1 peak & off peak enhancements (Springfield, Ipswich, Kippa-ring, Caboolture)	-	-	15.7	18.1	19.7	53.5
(6) Sector 2 peak & off peak enhancements (Doomben, Ferny Grove, Cleveland, Shorncliffe)	-	-	-	7.7	7.2	14.9
(7) Sector 1 peak enhancements	-	-	-	5.4	4.2	9.6
<b>Cost of Additional Services</b>	<b>1.8</b>	<b>2.1</b>	<b>18.1</b>	<b>34.1</b>	<b>34.3</b>	<b>90.4</b>
Offset by:						
Net Operating Savings (restated for Labour Increase at 3%)	(0.8)	(7.0)	(18.2)	(18.5)	(18.8)	(63.3)
<b>Net Cost/(Savings)</b>	<b>1.0</b>	<b>(4.9)</b>	<b>(0.1)</b>	<b>15.6</b>	<b>15.5</b>	<b>27.1</b>

The above costings are comprised of:

	FY17	FY18	FY19	FY20	FY21	5 Year Total
	\$'M	\$'M	\$'M	\$'M	\$'M	\$'M
FTE required	6	10	70	140	140	
Additional Train Km (000's)	118	323	1,876	2,775	2,775	
Rollingstock maintenance	0.3	0.5	2.0	3.1	3.3	9.28
Train crew	0.8	1.0	10.4	22.1	22.0	56.35
Traction electricity	0.4	0.3	2.6	4.2	4.2	11.74
Network access charges	0.2	0.3	3.0	4.7	4.7	13.01
<b>Cost of Additional Services</b>	<b>1.8</b>	<b>2.1</b>	<b>18.1</b>	<b>34.1</b>	<b>34.3</b>	<b>90.4</b>
Average cost (\$/c) / train km	\$15.25*	\$6.50	\$9.65	\$12.29	\$12.36	

\*Transition to six car sets adds costs but not Train KMs in FY17 resulting in a higher cost per TKM rate.

This costing is preliminary and may vary 20% or more once detailed planning determines what is required.

This preliminary costing is subject to a number of assumptions and conditions including:

- Some off peak enhancements as well as the improved three to six car services have been delivered using existing train crew capacity
- An additional 70 drivers and 70 guards will be required to deliver total peak/off peak enhancements
- Queensland Rail will be able to train additional train crew with existing trainers (though this is subject to the implementation profile)
- NGR vehicles will continue to average 132,000 km per annum
- Residual fleet km will initially be reduced but will increase to provide additional services under the Services Plan
- Additional train service scenarios have yet to be fully analysed by train planning, so costings exclude any required infrastructure or other investment and assume the scenarios are operationally achievable
- Rollingstock presentation costs are assumed to be unchanged by the additional services
- Labour is assumed to escalate at 3% per year in line with the current draft EBA
- Consumables are assumed to escalate at 2.5% per year

Please contact Jeffrey Jones Manager TSC if you require any further information about this matter.

Yours faithfully

NR

Seth Rodgers  
General Manager Strategic Projects  
Queensland Rail

Released under RTI - DTMR



Our ref: MCR-16-266

OFFICE OF THE  
DIRECTOR-GENERAL

21 MAR 2016

RECEIVED

Mr Neil Scales  
Director-General  
Department of Transport and Main Roads  
GPO Box 1549  
BRISBANE QLD 4001

Dear Mr Scales *Neil*

I write in response to your letter of 2 March 2016 requesting final costings for the provision of the first four service enhancements as per the draft Department of Transport and Main Roads' (DTMR) SEQ Rail Services Plan (Services Plan) 'low option'.

Additional train KMs have been modelled (based on the figures provided by DTMR) as follows:

Additional Train KMs ('000s)	FY17	FY18	FY19	FY20	Total
3 car to 6 car improvements *	-	-	-	-	-
Sunshine Coast Line off peak	101	34	-	-	135
Ferny Grove & Shorncliffe peak	17	31	-	-	48
Gold Coast peak	-	140	13	-	153
<b>Low Option</b>	<b>118</b>	<b>205</b>	<b>13</b>	<b>0</b>	<b>336</b>

\* 3 Car to 6 car improvements are at the top of the list as it can be implemented as soon as units become available. Costs only required for FY17. It is assumed once sufficient NGR units become available these trains will be absorbed.

I'm pleased to provide the following final costings for these services:

Cost of Additional Services:	FY17 \$'M	FY18 \$'M	FY19 \$'M	FY20 \$'M	FY21 \$'M	5 Year Total \$'M
3 Car to 6 car improvements	0.5	-	-	-	-	0.5
Sunshine Coast Line off peak	0.5	0.9	1.1	1.3	1.6	5.4
Ferny Grove / Shorncliffe / Gold Coast peak	0.8	2.1	2.2	2.3	2.3	9.7
<b>Cost of Additional Services</b>	<b>1.8</b>	<b>3.0</b>	<b>3.3</b>	<b>3.6</b>	<b>3.9</b>	<b>15.6</b>
Average Cost (\$/Train KM)	15.29	9.29	9.83	10.73	11.62	

The above costing assumes no delays to the current New Generation Rollingstock delivery schedule and that DTMR staff will continue to liaise with Queensland Rail's Train Planning team to confirm operational feasibility and finalise and agree enhancements in a timely manner.

I note that in correspondence to date, Queensland Rail has identified likely rollingstock maintenance savings to be achieved as a result of the implementation of New Generation Rollingstock. Queensland Rail continues to work towards operationalising these savings but the final quantum will be subject our ability to successfully redeploy 77 maintenance Full Time Equivalents.

Please contact Jeffrey Jones, Manager Transport Services Contract, on (07) 3072 1641 if you require any further information about this matter.

Yours sincerely



**Helen Gluer**  
Chief Executive Officer

18 March 2016

Released under RTI - DTMR

## Nattagan Itthiboon

---

**From:** Neil Scales  
**Sent:** Wednesday, 1 June 2016 7:31 PM  
**To:** helen.gluer@qr.com.au  
**Subject:** Re: Brief request - NGR

Thank you

Kind regards,

**Neil Scales**

Director-General (Transport and Main Roads) | Executive Directorate  
Office Of The Director-General | Department of Transport and Main Roads

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Sent from my iPhone

On 1 Jun 2016, at 7:29 PM, Gluer, Helen <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)> wrote:

Hi Neil . Please see below for your information . I will copy our brief to you when it is being sent up to Responsible Ministers .

Thanks

Helen Gluer  
Chief Executive Officer  
Queensland Rail  
(B) 07 30720781  
(M) N/R  
Level 14 Rail Centre 1  
305 Edward Street  
Brisbane Qld 4000

Begin forwarded message:

**From:** Elliot Stein <[Elliot.Stein@ministerial.qld.gov.au](mailto:Elliot.Stein@ministerial.qld.gov.au)>  
**Date:** 1 June 2016 at 6:54:44 PM AEST  
**To:** "Gluer, Helen" <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)>  
**Subject:** Brief request - NGR

Helen --

Can QR please prepare a brief to the Minister outlining role of QR in the current testing and assessment of the NGR?

Please include any identified defects or issues, the QR assessment of the operational status of the NGR and the testing progress and their current timeline for NGR



operational readiness (as mapped against the original project milestones). Please include any issues raised by or referred to QR by the NGR project team.

Appreciate not all of the above will be QR matters, please note where that is the case.

Cheers

Elliot

<image002.png>Elliot Stein

Chief of Staff

**Office of the Hon. Stirling Hinchliffe MP**

Minister for Transport and the Commonwealth Games, Leader of the House

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Queensland  
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Our ref: DG32380

08 AUG 2016

Ms Helen Gluer  
Chief Executive Officer  
Queensland Rail  
GPO Box 1429  
BRISBANE QLD 4000

Office of the  
Director-General

Department of  
**Transport and Main Roads**

Dear Ms Gluer *Helen*

I am writing about the Queensland Government's response to the South East Queensland Fare Review Taskforce Report and the Fairer Fares package announced on 12 June 2016.

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

**The Cabinet Budget Review Committee's (CBRC) decision**

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

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

A number of avenues have been identified within TMR to offset the above revenue impact. Significant among these are adjustments to payments under the current Transport Services Contract (TSC) as a result of the implementation of the New Generation Rollingstock (NGR) project from depreciation and maintenance expenditure that will no longer be incurred by Queensland Rail.

The table below shows the savings that will result from the implementation of NGR as well as additional amounts for some previously advised service enhancements. These estimates have been reviewed by the respective officers from our organisations. Payments under TSC will be adjusted for these amounts over the forward estimates.

(\$M)	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
<b>Additional Service Costs</b>					
3 to 6 car capacity improvements	0.500				
Additional Sunshine Coast off peak services	0.500	0.900	1.100	1.300	1.600
Ferny Grove/Shorncliffe/Gold Coast service enhancements	0.800	2.100	2.200	2.300	2.300
<b>NGR Savings:</b>					
RM labour	0.200	-2.320	-6.640	-6.640	-6.640
RM labour transition		3.000			
RM consumables	-0.800	-6.400	-8.900	-9.100	-9.400
RC consumables	-0.200	-0.800	-1.000	-1.000	-1.100
Rollingstock (EMU & ICE) Depreciation			-43.427	-46.973	-46.973
<b>TSC Impact:</b>	<b>1.000</b>	<b>-3.520</b>	<b>-56.670</b>	<b>-60.110</b>	<b>-60.210</b>

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In relation to the service enhancements I request that Queensland Rail now develop timetables for these service changes in preparation for the delivery of the NGR fleet.

As part of the outcomes from the 2016–17 Budget process, CBRC

Exempt Sch.3(2)(1)(b)

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

Consistent with the government's commitment to public sector job security, there are to be no forced redundancies and no voluntary redundancy programs included in the savings reprioritisations.

However, each entity may consider how best to manage future employment growth through attrition as well as reviewing funded but unfilled positions in non-frontline areas to ensure that the employment profile of the agency best aligns to the service delivery requirements.

In addition, savings reprioritisations can be found from a range of areas including procurement transformation, capital grants, contractors, consultants, advertising and own-purpose expenses. The Honourable Stirling Hinchliffe MP, Minister for Transport and the Commonwealth Games has been consulted and approved all the proposed funding offsets to contribute towards the government's policy initiatives and reprioritisation measures.

I request that you please provide a written response to confirm your understanding of these arrangements and advise how Queensland Rail intends to meet the above reprioritisation measures.

Should you require any further information regarding these matters, please contact Mr Simon Cook, General Manager, Passenger Transport Services, TMR by telephone on 3338 4665.

I would like to take this opportunity to thank you for your ongoing cooperation in delivering these initiatives on behalf of the Queensland Government, and to reiterate TMR's commitment to working with Queensland Rail to achieve optimal public transport outcomes for Queensland.

Yours sincerely

Neil Scales  
**Director-General**  
**Department of Transport and Main Roads**

## Mandy L Bird

---

**From:** Mandy L Bird  
**Sent:** Wednesday, 24 August 2016 8:05 AM  
**To:** Neil Scales  
**Subject:** FW: NGR Project Steering committee  
**Attachments:** NGR-PL-0000\_Governance Framework\_Final Signed\_23022015.pdf

Email response to Helen for your ok to send

Morning Helen

In response to your email of 9 August 2016 about the NGR Program Steering Committee.

The purpose of the committee is to provide overall direction to the NGR project for the management and delivery of the NGR Program.

Attendees, as outlined in the NGR Project Governance Framework, includes the CEO and the COO of QR.

As stated in the framework 'A person formally acting in the role of a nominated committee member may attend in their absence. Proxy members will have full authority.'

By nominating Liam to formally act as proxy for your role on the committee, could you please confirm you agree to Liam having full authority as CEO of QR at all future committee meetings.

Kind regards,

**Neil Scales OBE**  
Director-General (Transport and Main Roads) | Executive Directorate  
Office Of The Director-General | Department of Transport and Main Roads

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W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

-----Original Message-----

From: Gluer, Helen [<mailto:Helen.Gluer@qr.com.au>]  
Sent: Tuesday, 9 August 2016 11:30 AM  
To: Neil Scales <[Neil.Z.Scales@tmr.qld.gov.au](mailto:Neil.Z.Scales@tmr.qld.gov.au)>  
Subject: NGR Project Steering committee

Neil - as you know Kevin and Liam both attend this committee . Kevin as the COO of QR and Liam as the EGM Projects ( all the NGR project related works sit under Liam ) . Accordingly could you please remove my name from being part of this committee - I apologise for not previously requesting this .

Thanks for your assistance .

Helen Gluer  
Chief Executive Officer  
Queensland Rail  
(B) 07 30720781

(M) N/R  
Level 14 Rail Centre 1  
305 Edward Street  
Brisbane Qld 4000

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Queensland  
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Office of the  
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Department of  
Transport and Main Roads

Our ref: DG32613

13.1 AUG 2016

Ms Helen Gluer  
Chief Executive Officer  
Queensland Rail  
helen.gluer@qr.com.au

Dear Ms Gluer *Helen*

Thank you for your email of 9 August 2016 about the New Generation Rollingstock (NGR) Program Steering Committee (PSC).

The purpose of PSC is to provide an overall direction to the NGR project for the management and delivery of the NGR program.

The PSC attendees, as outlined in the enclosed NGR project Governance Framework, includes the Chief Executive Officer and the Chief Operating Officer of Queensland Rail.

As stated in the NGR project Governance Framework 'A person formally acting in the role of a nominated PSC member may attend in their absence. Proxy members will have full authority.'

By nominating Mr Liam Gordon, Executive General Manager, Projects, to formally act as proxy for your role on PSC, please confirm you agree to him having full authority as Chief Executive Officer of Queensland Rail at all future PSC meetings.

Yours sincerely

*Neil*  
Neil Scales  
Director-General  
Department of Transport and Main Roads

Enc (1)

*P.S. This should sort it!*

*7*

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# Governance Framework

## New Generation Rollingstock Program

NGR-PL-0001



# Document control sheet

## Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Contact Officer        Stuart Langan  
Title                     Program Director  
Phone                    07 3066 2670

## Version history

Version No.	Date	Changed by	Nature of amendment
1	8/4/2014	PC	Approved
2	4/2/2015	AH	Updated throughout to reflect organisational changes and overall program governance requirements

Released under DTMR

## Document sign off

The following officers have **approved** this document.

### Customer

Name Neil Scales  
Position Director-General, Department of Transport and Main Roads  
Signature Neil Scales Date 23<sup>rd</sup> Feb 2015.

### Sponsor

Name Stephen Banaghan  
Position Deputy Director-General, TransLink  
Signature N/R Date 4/2/2015

The following officer has **endorsed** this document.

Name Simon Cook  
Position General Manager, Passenger Transport Services, TransLink  
Signature N/R Date 4/2/15

The following officer has **recommended** this document.

Name Stuart Langan  
Position Program Director  
Signature N/R Date 3/2/15

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## Definitions

Terms, abbreviations and acronyms	Meaning
A&M	Availability and Maintenance Services
Customer	Decision maker 'owning' the new asset
CBRC	Cabinet Budget Review Committee
CRM	Contract Review Meeting
D&C	Design and Construct contract model
DDG	Deputy Director-General (TransLink)
Project Deed	The Project Deed for the New Generation Passenger Rollingstock Project as signed on 20 December 2013
DG	Director-General, Transport and Main Roads
NGR	New Generation Rollingstock
NGROR	New Generation Rollingstock Operational Readiness
PCG	Project Control Group
PIP	Project Implementation Plan
PMC	Project Monitoring Committee
PPP	Public Private Partnership
Project Co	NGR Project Company Pty Ltd – trustee of the NGR Project Trust – executed as the trading identity Qtectic
PSC	Program Steering Committee
QR	Queensland Rail
QROR	Queensland Rail Operational Readiness
Sponsor	Head of the delivery group
State	State of Queensland (acting through the Department of Transport and Main Roads)
TMR	Department of Transport and Main Roads

# 1. Introduction

## 1.1 Purpose

The purpose of the New Generation Rollingstock (NGR) Program Governance Framework is to define the roles and responsibilities for directing, managing and delivering the NGR Program, which includes the NGR Project and Queensland Rail's Operational Readiness program and to ensure that people allocated to these roles understand their responsibilities during the delivery and operational phase.

The governance philosophy adopted for the NGR Project office and program of works associated with the NGR Program aims for a best practice governance environment, consistent with the requirements of the Department of Transport and Main Roads' OnQ Project Management framework and Queensland Rail's NGR Operational Readiness Program, Program Governance Framework.

This document represents the senior governance document in the hierarchy of TMR's governance documents. Supporting this document, and subject to it, are governance documents at a project level.

# 2. New Generation Rollingstock (NGR) Program

## 2.1 NGR Program Description

The NGR Program includes two components, the NGR Project and Queensland Rail's Operational Readiness.

The NGR Project includes:

- Design, construction and delivery of 75 new six-car trains, with the first NGR service commencing in mid-2016
- Construction of a new purpose-built maintenance centre at Wulkuraka, (Ipswich west), and
- Maintenance of the NGR trains for 30 years

Queensland Rail's Operational Readiness Program includes:

- SEQ Rail Stabling Program
- Wulkuraka Connection Works
- Business Systems
- NGR Guard Relocation
- Power Distribution Systems Upgrades
- ETCS Test Track
- Facilities
- Fleet Deployment / Retirement, and
- People and Change.



### **2.1.1 NGR Project**

In January 2014 the Queensland Government announced the award of the New Generation Rollingstock (NGR) contract to Bombardier NGR Consortium for the delivery of the NGR project. The consortium comprises of Bombardier Transportation, John Laing, ITOCHU Corporation and Aberdeen Infrastructure Investments (NGR) Limited, branded as Qtectic.

The NGR Project is being delivered under an availability Public Private Partnership (PPP).

The NGR Project demonstrates the government's commitment to meet the growing demand for rail services in South East Queensland (SEQ). The \$4.4 billion project is the largest single investment by the Queensland Government in public transport and will see a 30 per cent increase to the train fleet. This involves the delivery of 75 six-car electric trains with the first scheduled for delivery in late-2015 for testing prior to beginning service on the network from mid-2016. The remaining fleet will be progressively rolled out onto the network until late 2018.

The NGR trains are designed by a specialist team based in Brisbane and will be constructed in Savli, India. All NGR trains will be equipped with a toilet and Wi-Fi for improved passenger convenience.

The NGR fleet will be available to service all current and proposed passenger rail lines in SEQ. Queensland Rail is providing valuable technical input as well as ensuring the new trains will integrate with the existing rail network.

The NGR Maintenance Centre is under construction at Wulkuraka, west of Ipswich and will be operational mid-2016 for the maintenance of the NGR fleet for 30 years.

### **2.1.2 SEQ Rail Stabling Program**

The SEQ Rail Stabling Program includes:

- Design and construction of four stabling facilities at Robina, Banyo, Elimbah and Woomybe
- Stabling sites operational by 2018

Reference designs have been prepared for these sites. Construction is expected to commence at Woomybe in mid-2015, with all sites operational by 2018, in time for the arrival of the NGR trains. Queensland Rail is responsible for managing the construction and operation of the stabling facilities.

By providing additional train stabling locations close to the end of each line, the network will operate more efficiently with improved reliability of services, reduced operating costs and fast response times in case of train failure.

### **2.1.3 Queensland Rail Operational Readiness Program**

The Queensland Rail Operational Readiness Program includes:

- Wulkuraka Connection Works
- Business Systems
- NGR Guard Relocation
- Power Distribution System Upgrades
- ETCS Test Track
- Facilities
- Fleet Deployment / Retirement, and
- People and Change

Queensland Rail is responsible for delivering the NGR Operational Readiness Program. This program is designed to prepare Queensland Rail for acceptance and ongoing operation of the NGR fleet, as well as assisting TMR and subsequently the State to meet their obligations under the Project Deed.

## 2.2 State and Queensland Rail interface

Interface between the State and Queensland Rail will be managed in accordance with the Interface Deed.

## 2.3 Program Timing and Delivery

The Concession Period for the NGR Project commences on the Commencement Date and ending on the earlier of the Expiry Date or the date on which the Project Deed is terminated. The Expiry Date is the date 32 years from Commencement Date.

Project Activity	Date
not in the public interest - from contact	
<b>Maintenance Centre</b>	
not in the public interest - from contact	
<b>Multiple Units</b>	
not in the public interest - from contact	
<b>Queensland Rail Stabling Works</b>	
Release of RFP documentation	18 August 2014
Contract Execution	16 March 2015
Stabling Yards (Robina, Eimbar, Woombye and Banyo) completion	1 January 2017
<b>Queensland Rail Integrated Systems</b>	
Concept phase commencement	19 June 2014
Finalisation phase completion	24 March 2017



### 3. Program Organisation

#### 3.1 Program Delivery Model

The NGR Project is being delivered under an availability payment PPP. A PPP is a funding and procurement model used to deliver public infrastructure projects where funding is sourced from the private sector rather than fully funded by the government. This means that Project Co must meet set targets to receive payment. Qtectic is responsible for the delivery of the NGR train fleet and maintenance for 30 years.

#### 3.2 Key Program Personnel

The Department of Transport and Main Roads, as the lead agency, has appointed a Program Customer, Sponsor and Director for the delivery phase. The key roles are identified in Table 1. Refer to Appendix A for detailed organisation structure.

Program Customer	Director-General, Department of Transport and Main Roads
Program Sponsor	Deputy Director-General (TransLink), TMR
Program Director	As appointed by TMR
State's Representative	General Manager (Passenger Transport Services), TMR

Table 1 - Key Program Personnel

#### 3.3 Key Program Groups and Committees

The NGR Program is governed by a Program Steering Committee (PSC), Program Control Group (PCG) and Program Leadership Group. Individual business units also hold weekly / fortnightly team meetings.

In accordance with clause 8 of the Project Deed, a Project Monitoring Committee (PMC) has been established between the State and Project Co, and will meet on a monthly basis to monitor the way in which the Project Activities are implemented, the progress of the implementation and compliance by all parties in regard to their respective obligations.

A monthly Contract Review Meeting between the State and Project Co has also been established in accordance with Schedule A5 – Contract Review Meetings of the Project Deed. The basis for the agenda is outlined in Schedule A5 – Contract Review Meetings and Meetings Framework.

Figure 1 provides an overview of the key program groups and committees and their relationship from a governance and approvals framework.

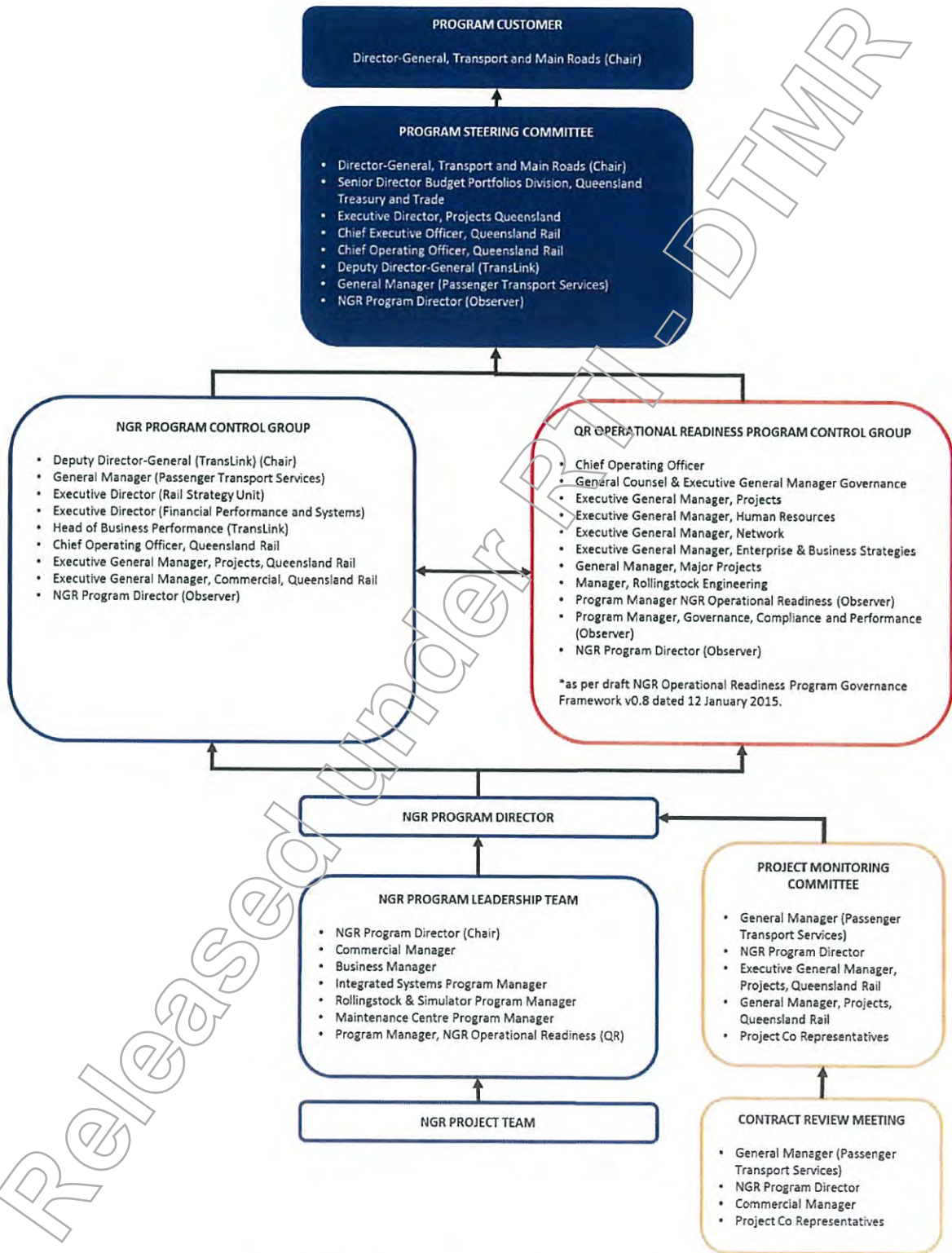


Figure 1 - Key Program Groups and Committees



### 3.3.1 Program Steering Committee

The Program Customer has invited relevant stakeholders to participate in the Program Steering Committee to provide direction on the development and implementation of the NGR Program. The Program Steering Committee performs the strategic decision making role for the NGR Program including cross-agency issues.

The Program Director will provide the secretariat for the Program Steering Committee.

The Program Steering Committee will meet at least quarterly or more frequently as required, with a standard agenda. The NGR Project Monthly Report will appear as a standing agenda item. Any urgent issues can be addressed via a flying minute.

The Terms of Reference for the Program Steering Committee are set out in Appendix B.

Membership will be reviewed as required with recommended to the Program Customer by the Program Sponsor where it is in the best interests of the Program.

#### 3.3.1.1 Responsibilities of the Program Steering Committee

The Program Steering Committee members will:

- Provide guidance and assistance to the Program Customer and where requested by the Program Customer to the Program Director and Program Sponsor
- Be responsible for the prompt resolution of issues within their own organisations and ensure the Program is adequately resourced
- Provide options and make recommendations to the Program Customer on issues affecting delivery, including cross-agency issues and negotiate a solution to any problems that arise between the Program and key stakeholders
- Recommend changes in program scope
- Interpret policy to assist decisions
- Manage relationships with partners and key stakeholders and establish necessary probity arrangements, and
- Monitor and provide feedback on stakeholder and communication management.

### 3.3.2 Program Control Group

The Program Control Group will be chaired by the Program Sponsor and will consist of membership as outlined in Figure 1 and Appendix C – Program Control Group Terms of Reference.

The Program Control Group provides clear governance, strong leadership and strategic direction and represents the Program at departmental / agency and senior management level. The Program Control Group performs a decision making role for the Project, dealing with scope, finance, governance and priorities.

The Program Control Group will meet monthly with a standard agenda.

A member may appoint a suitable alternative person if they are unable to attend meetings but should not request an additional person to attend without the prior agreement of the Chair. Membership will be reviewed as required with amendments recommended to the Program Sponsor where it is in the best interests of the Program.

The Program Director will provide the secretariat for the Program Control Group.

### 3.3.2.1 Responsibilities of the Program Control Group

The Program Control Group acts in a decision making role to ensure successful delivery of key activities in the Program Implementation Plan.

The Program Control Group will:

- Endorse the appointment of the Program Director
- Ensure appropriate program management strategies are in place
- Ensure that the program meets the goals of the Program Customer and other government agencies
- Regularly review the Program Implementation Plan including risk management, budget control, time performance and quality and change management
- Coordinate and strategically align the Program to other key infrastructure development within the region to maximise economic and social growth
- Strategically manage Program risks
- Review the performance of the Program Director and the Project team
- Monitor Program activities against budget
- Promote the Program within the Queensland Government and the wider community with key stakeholders, and
- Make recommendations to the Program Steering Committee and / or Program Sponsor where required.

The Terms of Reference for the Program Control Group are set out in Appendix C – Program Control Group Terms of Reference.

### 3.3.3 Queensland Rail's Operational Readiness Project Control Group

The Queensland Rail Operational Readiness Program Control Group provides a means for Queensland Rail operational, safety and engineering decisions to be endorsed and approved at an organisational level to enable the NGR Program to be delivered with a formal and clear Queensland Rail decision making process.

The governance principles and process with regards to the Queensland Rail Board remains unchanged. Appendix E described the governance framework and principles for the Queensland Rail operational readiness portion of the Program including program governance and operational control processes and responsibilities.

#### 3.3.3.1 Responsibilities of the Queensland Rail Operational Readiness Program Control Group

The Queensland Rail Operational Readiness Program Control Group acts in a decision making role for Queensland Rail operational, safety and engineering issues requiring resolution.

The Program Control Group will:

- Endorse the terms of reference and nominate Queensland Rail representatives for the Rail Operations and Safety Advisory Groups
- Monitor Program activity as it relates to Queensland Rail operational, safety and engineering considerations
- Regularly review the operational readiness aspects of the Program Implementation Plan including risk management, budget control, time performance and quality and change management
- Coordinate and strategically align the Program to other key developments within Queensland Rail
- Strategically manage Operational Readiness risks, and



- Consider and approve any Queensland Rail decisions required for the Program

## 3.4 Key Responsibilities

### 3.4.1 Program Customer

The Program Customer is the **Director-General of the Department of Transport and Main Roads**. The Program Customer manages the budget for this phase of the Program and is ultimately accountable for its outcomes.

The Program Customer will chair the Program Steering Committee and make decisions ensuring the interests of the Program's end users (i.e. Queensland Rail) are addressed by seeking input from the Program Steering Committee.

The Program Customer will make decisions as escalated by the Program Control Group and / or Program Director, in particular for the tasks set-out in the Approvals Matrix.

### 3.4.2 Program Sponsor

The Program Sponsor is the **Deputy Director-General (TransLink)** or nominated delegate the **General Manager (Passenger Transport Services)**.

The Program Sponsor is responsible for the process of appointing a Program Director and will act on behalf of the Program Customer as and when required. The Program Sponsor will work with the Program Director and endorse major plans and any deviations from them.

The Program Sponsor will provide advice and direction to the Program Director, with support to ensure the project direction and objectives are aligned with other Department of Transport and Main Roads and State Government initiatives. The Program Sponsor will be responsible for approving the NGR Project Implementation Plan, endorsing the Project's schedule and assist in resolving resource issues for the NGR Project.

The key role of the Program Sponsor is facilitating the timely approval of material from the Program Customer, Program Steering Committee and the Minister for Transport and Main Roads' office.

The Program Sponsor will attend the Program Steering Committee meetings (and Chair as delegate of the Program Customer when needed).

### 3.4.3 State's Representative

Under the Project Deed, the State must nominate a State Representative for the purposes of notifications and other communications. The State has nominated the **General Manager (Passenger Transport Services)** as the State's Representative.

The responsibilities of the State Representative are as follows:

- Ensure the NGR Project meets its operational and functional requirements and realises project benefits
- Ensure the NGR Project remains on track to meet key milestones and objectives and take corrective action to action if required
- Responsible for the NGR Project scope, budget and approval of any changes
- Support the Program Director in the delivery of the key outputs in accordance with the Project Deed
- To act in the best interest of all key Program stakeholders
- Ensuring that the NGR Project meets the service delivery requirements and the stated objectives of the overall departmental program, whilst realising project benefits
- Ensures the NGR Project adds value to the department in line with the overall program budget



- Ensure that the NGR Project meets the whole of rail network requirements and interconnectivity of the Rail Network is successful, and
- Ensure the NGR Project is subject to review at appropriate stages.

#### **3.4.4 Program Director**

The Program Director is responsible for the overall day-to-day performance of the Program and appointing the NGR Project Team including resources allocated by the Program Customer and Program Sponsor and with assistance from Program Manager/s.

The Program Director will attend in an observer's role, reporting to the Program Steering Committee and Program Control Group meetings and act as the sole point of contact to the Program team for all issues pertaining to the Program.

The Program Director is responsible for managing the Program budget, fostering teamwork and coordinating format reporting arrangements on the progress of the Program.

The Program Director will oversee the development of the NGR Project Implementation Plan and schedules, internal controls, stakeholder and communications strategy and a risk management framework and monitor the consultants and leadership team members' performance by reviewing progress on deliverables.

Matters pertaining to Program performance will be appropriately documented in a monthly report in a structure agreed with the Program Sponsor. The report is to be prepared by the Program Director for issue, with agenda and any papers for discussion and review at the PCG.

The Program Director will report directly to the Program Sponsor.

### **3.5 Governance Overview**

The NGR Project is managed in accordance with the Program Management Policy, April 2012 and the principles on the OnQ website under governance.

### **3.6 Program Assurance**

If further advisory and reference groups are required as the Program develops and needs are identified, appointment will be subject to PCG approval.

Current key advisors have been engaged for financial /commercial and legal.

#### **3.6.1 Financial and Commercial Advisor**

The Financial and Commercial Advisor will be responsible for the provision of advice on all financial and commercial matters relating to the NGR contract between the State, the Project Co and all stakeholders, including the payment mechanism and abatement regime to support the State in management of the contract and the NGR Project.

- Development of the project contract management manual
- Advice on the payment mechanism and abatement regime
- Interactions with Project Co on financial matters on behalf of TMR

#### **3.6.2 Legal Advisor**

The Legal Advisor will be responsible for the provision of advice on all legal matters relating to the NGR contract between the State, the Project Co and all stakeholders, including all associated services to support the State in legal matters related to the administration of the contract and project deliverables.

- providing advice of variation notices for the NGR Project
- providing on-going training and / or advice for project team members transitioning into commercial/technical manager roles
- providing advice on any potential scheduling changes proposed by Project Co
- Contract Administration support
- Review of insurance costs and revised financial model support to TMR to assist in setting up systems to verify payment claims, and
- Finalisation of interface arrangements between TMR and Queensland Rail.

### 3.7 Program organisation structure

Appendix A presents the Program organisation structure for the delivery phase.

### 3.8 Approvals

This Program will be subject to internal TMR approvals. Other approvals may be directed by the Program Sponsor or the Program Customer.

Table 2 provides an approvals matrix for the NGR Program highlighting who is responsible for making critical decisions.

Task	Program Owner	Program Steering Committee	Program Control Group	Program Sponsor	Program Director	Program Leadership Team	QR Operational Readiness PCG
Appoint Program Director	A	I	I	E			
Governance Framework	A	A	A	A	R & E	D	C
External Communications	A	I & C	I & C	E	R & E		
Risk Management Plan	I	I	I	C	R & E	D & R	
Top Ten Risks	A	C & R	E	E	R	D	I
Program and Budget	A	I	E	E	R	D	E (Operational Readiness only)
QR Engineering and Operational Decisions	I	I	I	C	R	D (via Advisory Groups)	A

A = Approve; E = Endorses; R = Recommends; C = Consults; I = Informed; D = Develops

Table 2 - Approvals Matrix

#### 3.8.1 Decision / Approval Process

To provide further clarity to the approvals matrix, key elements of the decision / approval process of the Program Sponsor are:

- All decisions and approvals required by the Program Director will be endorsed (in writing) by the Program Sponsor, and



- Any request for a decision or approval may be taken by the Program Sponsor to the Program Control Group for advice.

The decisions and approvals required will be formulated by an appropriate briefing note prepared by the Program Director. It will be at the Program Sponsor's discretion if additional senior management endorsement is required.

Each decision made or approval obtained will be recorded in the Opportunities register, which forms part of the overall Risk Register by the Commercial Manager.

Queensland Rail engineering and operational issues requiring decisions / resolutions will be coordinated through the NGR Operational Readiness Program Manager. Any decisions or determinations requiring approval from the Queensland Rail Operational Readiness Program Control Group, which includes the Rollingstock Engineering Discipline Head will be formally recorded and minuted.

## 4. Project Management

### 4.1 Scope Management

The Scope of Works for the NGR Program are in accordance

- **NGR Project** - the Project Deed entered into between the State of Queensland (acting through the Department of Transport and Main Roads (State) and NGR Project Company Pty Ltd on 20 December 2013:
- **SEQ Rail Stabling and Queensland Rail's Operational Readiness Programs** - The New Generation Rollingstock will be stabled at the Maintenance Centre, existing stabling sites managed by Queensland Rail (Mayne and Robina) and also new stabling sites to be built under Rail Transport Service Contract NGR Stabling Project. A joint TMR and Queensland Rail project team has been established to ensure the delivery of the stabling sites and Queensland Rail's operational readiness programs are in accordance with the timeframes and requirements agreed under the New Generation Rollingstock Project Deed.

### 4.2 Program Schedule

A master schedule for the NGR Program has been developed and is provided in Appendix F. This schedule has been baselined and is used to both measure and report actual progress against planned progress. An objective of the program schedule will be to use realistic schedules and simple master schedules.

The Program Director is responsible for reporting on the progress of the overall Program. Refer to the Program and Schedule Management Plan (NGR-PL-0540) for full details.

### 4.3 Financial Management

The Program Director is responsible for monitoring and reporting the overall project cost. This will be based on regular updates provided by the Principal Financial Advisor.

The Principal Financial Advisor will report on a monthly basis the cost the financial progress of each project (rollingstock, maintenance and so on) against the baseline cash flow.

## 4.4 Human Resource Management

TMR will work collaboratively with both public and private sector partners to deliver the program. TMR recognised that much of the work that will need to be undertaken to meet the program objectives will require outsourced solutions to solve peak capacity needs. TMR will use industry to resource peak workloads and return to business as usual and a sustainable workforce and resource base as soon as possible.

## 4.5 Communications Management

The Program Director will deal directly through the Program Sponsor and Program Customer to the Minister's office.

The needs of different stakeholders will vary and so to ensure all stakeholders are considered and kept informed, the NGR Communications Plan has been developed. The NGR Communications Plan has been developed and approved by TMR's Corporate Communications team. Meetings are held on a regular basis with communication representatives from TMR, Queensland Rail and Project Co. This plan includes an extensive list of stakeholders as well as the consultation and communication strategies to be used for the various classes of stakeholder identified.

All communication is to be approved by the Program Director prior to release.

Internal communications of the Program's progress will be accomplished by means of a monthly report which will be forwarded to the Program Director.

### 4.5.1 Project Co Communication

All communications between the State and Project Co will be carried out in accordance with the NGR Correspondence Plan (NGR-PL-1020).

### 4.5.2 External Communication

All public consultation and external communication is to be carried out in accordance with the NGR Communications Plan (NGR-PL-1010).

### 4.5.3 Queensland Rail Communication

All communication with Queensland Rail is to be carried out in accordance with the NGR Queensland Rail Communications Plan (NGR-PL-1030).

## 4.6 Risk Management

The Risk Management Framework seeks to manage risks on a consistent and comprehensive basis during the lifecycle of the program. The framework operates as follows:

- It recognises that risk management is about identifying opportunities, just as much as identifying threats and uncertainties
- Risks are identified in planning activities and ongoing reviews
- Risks are analysed and evaluated against a common set of risk assessment criteria
- Program risks are recorded in a standard risk register
- Risks are managed and treated through a combination of existing and planned policies, procedures and activities



- Program risks are managed, treated, monitored and reported to the Program Director, through the Commercial Manager.

The NGR Project's risk management framework is being developed in accordance with TMR's OnQ framework and further details are outlined in the Risk Management Plan (NGR-PL-0800).

## 4.7 Procurement Management

Procurement will be carried out in accordance with the TMR and Queensland Rail's purchasing policies and departmental purchasing protocols.

## 4.8 State Operational Readiness Management

The State's Operational Readiness team are integrated as part of the NGR Project Team to ensure a smooth transition into business as usual as the Delivery Phase draws to a close.

# 5. Program Monitoring

## 5.1 Program Reporting

Reporting will focus on providing a clear and concise statement of the status of all program related key activities including expenditure to all stakeholders. A key focus of all reporting will be monitoring of actual versus planned to ensure progress in terms of scope, time and cost are achieved. The information will be up-to-date and provide the relevant information to all parties in a timely and effective manner.

Each of the Program Managers are responsible for submitting their individual monthly updates for compilation into a single program monthly report. The report is compiled and submitted in accordance to the schedule provided by the Program Director.

The Program Director is responsible for approving the monthly report, which will be reviewed and approved for issue to TMR and Queensland Rail executives.

# 6. Workplace Health and Safety

TMR has established an environment that actively supports a positive and proactive safety culture for all employees, contractors, suppliers and the general public and in doing so provides a systematic approach to safety that can assist in both meeting legal requirements and lead to sustained improvement in WHS performance.

TMR is committed to ensuring a safe and healthy workplace for all workers, contractors and customers. TMR strives to achieve a Zero Harm organisation that contributes to our improving safety culture. Workplace Health and Safety issues / concerns are monitored via the weekly NGR Program Leadership meetings and monthly PCG meetings.

## Appendix A – Program Organisation Structure

Released under RTI - DTMR

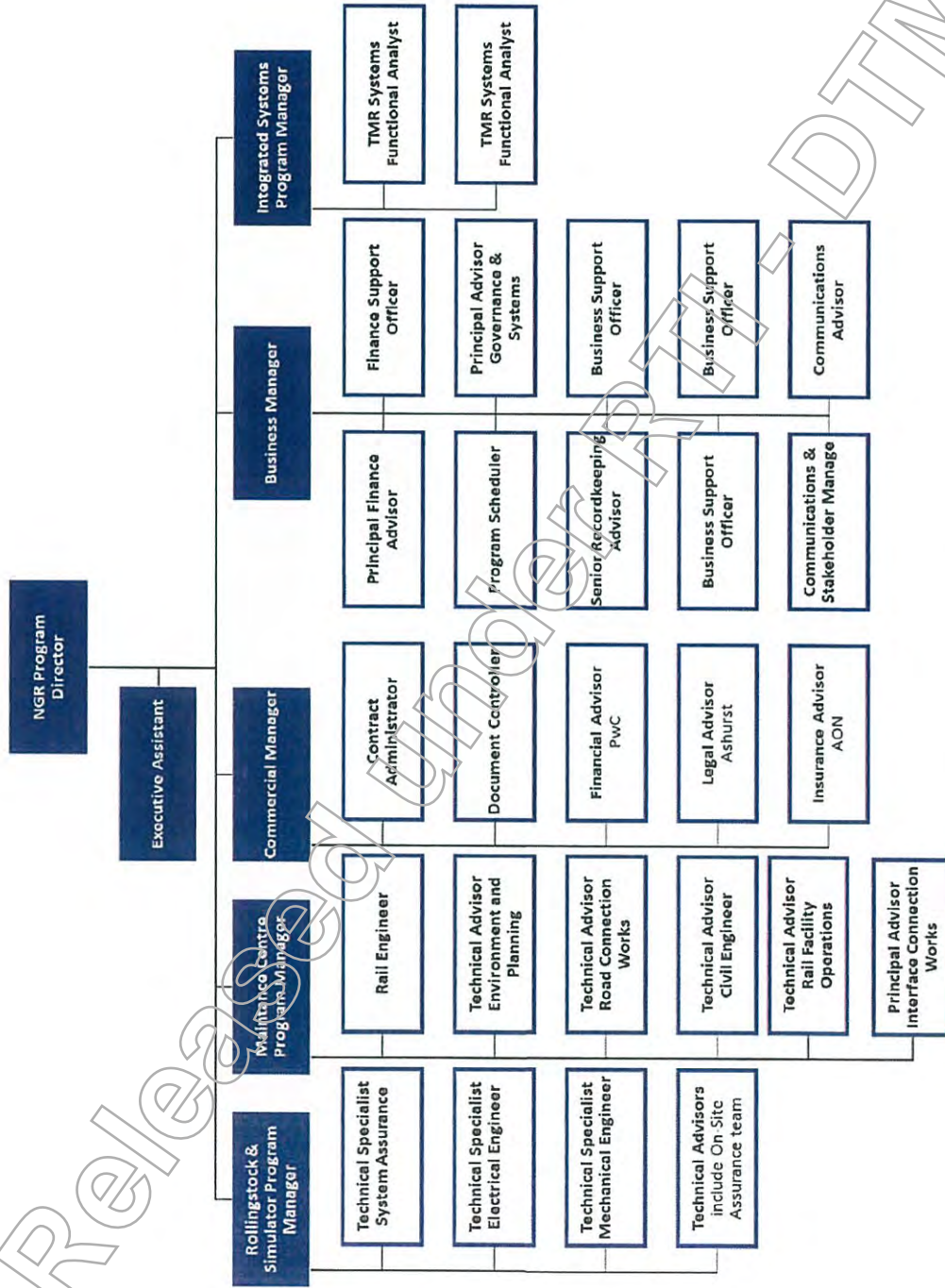


Figure 2 - State's Project Team



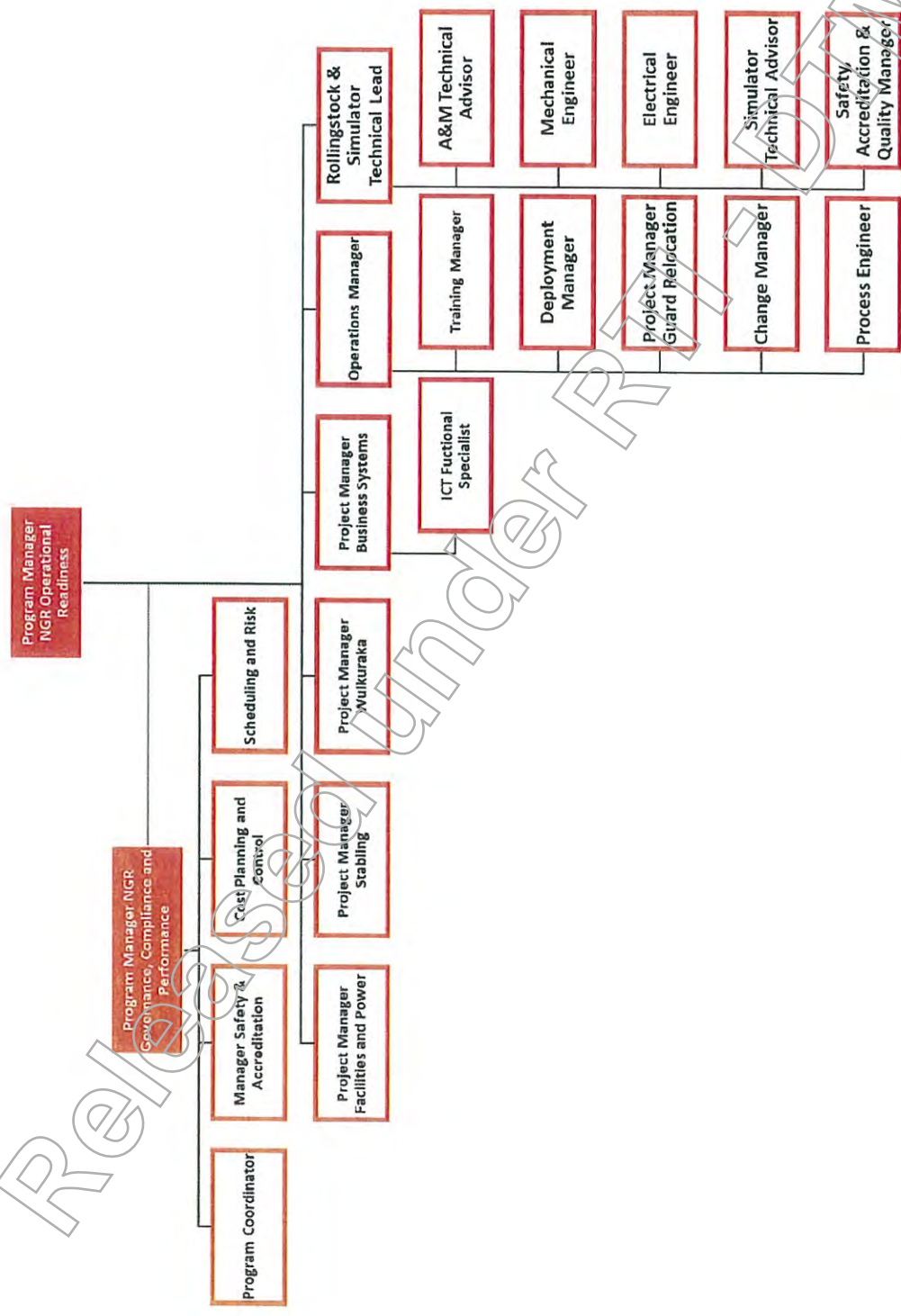


Figure 3 - Queensland Rail's Project Team



## Appendix B – Program Steering Committee Terms of Reference

### Purpose

The purpose of the Program Steering Committee (PSC) is to provide overall direction to the Program Customer for the management and delivery of the NGR Program. The Program Steering Committee will represent the key stakeholders involved in the delivery of the Program.

The Program Steering Committee will provide the strategic management during the delivery of the NGR Program to the Program Customer.

### Program Steering Committee membership

Membership consists of the following key stakeholders:

- Director-General, Department of Transport and Main Roads (Chair)
- Senior Director Budget Portfolios Division, Queensland Treasury and Trade
- Executive Director, Projects Queensland
- Chief Executive Officer, Queensland Rail
- Chief Operating Officer, Queensland Rail
- Deputy Director-General (TransLink), TMR
- General Manager (Passenger Transport Services), TMR
- NGR Program Director, TMR (Observer only)

A stakeholder member may appoint a suitable alternative person if they are unable to attend meetings but should not request an additional person to attend without the prior agreement of the Chair.

The membership will be reviewed as required with amendments recommended to the Chair where it is considered in the best interest of the Program.

### Reporting

The Program Director will provide progress reports (in the form of the NGR Project Monthly Report) to the PSC on a regular basis.

The monthly report will appear as a standing item on the PSC agenda.

### Chair

Members can provide advice to the Chair, who is ultimately accountable for final decision making and reporting to CBRC.

### Secretariat

The NGR Program Director will provide the secretariat function.

The Secretariat will:

- Organise meetings and notify members of meeting times
- Prepare agenda papers and issue notices for meetings, ensuring all necessary documents requiring discussion or comment are provided to members
- Provide all necessary supporting documentation required for discussion or comment during the meeting, and

- Take notes of proceedings and prepare minutes of each meeting.

### Agenda

PSC members should lodge agenda items to the Secretariat no later than two business days prior to a scheduled meeting.

The agenda and all supporting documentation will be distributed by the Secretariat via email to PSC members no later than one business day prior to the scheduled meeting.

### Minutes

Minutes for the PSC meetings will be produced and distributed to the members by the Secretariat no later than five business days following a meeting.

Actions and decisions may be recorded in the minutes and / or separate Actions and Decisions Logs.

### Proxy

A person formally acting in the role of a nominated PSC member may attend in their absence.

Proxy members will have full authority.

### Confidentiality

All PSC members must complete a Confidentiality and Conflict Declaration Form prior to attending any meetings or receiving documentation in relation to the NGR Project.

### Quorum

A quorum is deemed to be half of the members plus one

### Meetings

The PSC will meet on a quarterly basis unless otherwise determined by the Director-General.

### Flying Minutes

Flying minutes will be used at the discretion of the Director-General if the delay of a PSC decision will have an adverse impact on the Project.

### Role of the Program Steering Committee

The role of the Program Steering Committee is to act in a decision making role during this phase of the Program and to ensure successful delivery of key activities in the Program Plan. Specific responsibilities are noted below.

#### *Program establishment*

- Provide a clear scope definition for all stakeholders
- Agree Program frameworks and reporting protocols and ensure these are communicated effectively across the Program and stakeholder organisations
- As the Program progresses monitor and report on the status of the Program against key milestones ensure key stakeholders are appropriately engaged throughout the Program providing participation and input where required
- Provide the required resources to deliver the Program outcomes, and
- Manage any conflicts within the Program or negotiate a solution to any problems that arise between the Program and the key stakeholders.



## Appendix C – Program Control Group Terms of Reference

### Purpose

The purpose of the NGR Program Control Group is to provide clear governance, strong leadership and strategic direction to the Program Director and the Program team. The Program Control Group members represents the Program at departmental / agency and senior management level.

The Program Control Group provides the strategic management for the NGR Program, dealing with scope, finance, governance and priorities.

### Role

The PCG provides overall direction and management of the NGR Project and is accountable for the success of the Project. The PCG would be classified as the Project Board as per PRINCE2 project management methodology.

It is accountable to agency management for the success of the Project, and has the responsibility and authority to direct the Project within the project mandate set by the Cabinet Budget Review Committee (CBRC).

The PCG will oversee the Program and report to the Director-General (Transport and Main Roads) as Program Customer and support the Program Customer in reporting to the Minister for Transport and Main Roads and to Cabinet or the Cabinet and Budget Review Committee.

### Program Control Group membership

Membership consists of the following:

- Deputy Director-General (TransLink), TMR (Chair)
- General Manager (Passenger Transport Services), TMR
- Executive Director (Rail Strategy Unit), TMR
- Head of Business Performance, TransLink
- Chief Operating Officer, Queensland Rail
- Executive General Manager, Projects, Queensland Rail
- Executive General Manager, Commercial, Queensland Rail
- NGR Program Director, TMR (Observer only)

The Chair may invite a member of the Program Steering Committee to attend. The membership will be reviewed as required with amendments recommended to the Program Customer by the Program Sponsor where it is considered in the best interest of the Program.

### Reporting

The Program Director will provide progress reports (in the form of the NGR Project Monthly Report) to the PCG on a regular basis.

The monthly report will appear as a standing item on the PCG agenda.

## Chair

The PCG will be chaired by the Deputy Director-General (TransLink). The Chair will:

- Ensure scheduling of meetings and notifications to members of meeting times
- Determine the agenda for PCG consideration
- Invite specialists to attend meetings when required by the PCG
- Chair each meeting
- Ensure all discussion items end with an action or definite outcome
- Make the casting vote / final decision or take action to achieve resolution in the event that consensus cannot be reached on a decision, and
- Review and approve the draft minutes before distribution.

## Secretariat

The Program Director will provide the secretariat function.

The Secretariat will:

- Organise meetings and notify members of meeting times
- Prepare agenda papers and issue notices for meetings, ensuring all necessary documents requiring discussion or comment are provided to members
- Ensure all relevant agenda items have the necessary supporting documentation requiring discussion or comment during the meeting, and
- Take notes of proceedings and prepare minutes of each meeting.

## Agenda

PCG members should lodge agenda items to the Secretariat no later than two business days prior to a scheduled meeting.

The agenda and papers will be distributed by the Secretariat via email to PCG members no later than one business day prior to the scheduled meeting.

## Minutes

Minutes for the PCG meetings will be produced and distributed to the PCG members by the Secretariat no later than five business days following a meeting.

Actions and decisions may be recorded in the minutes and / or separate Actions and Decisions Logs.

## Meetings

The PCG will meet on a monthly basis unless otherwise determined by the Deputy Director-General (TransLink).

## Proxy

A person formally acting in the role of a nominated PCG member may attend in their absence.

Proxy members have full authority.

## Confidentiality

All PCG members must complete a Confidentiality and Conflict Declaration Form prior to attending any meetings or receiving documentation in relation to the NGR Project.



## Quorum

A quorum is deemed to be half of the members plus one.

## Time Commitment

The PCG will, at a minimum, be expected to attend regular meetings, review deliverables and other project documentation and make themselves available for special meetings if priority issues arise.

## Decisions

Decisions required of the PCG are to be made by consensus. The Chair may elect to:

- Have matters investigated outside the meeting (e.g. by the formation of a working party to be headed by one of the PCG members), or
- Escalate matters to Cabinet, CBRC, Minister for Transport, Program Steering Committee, Treasurer or Under Treasurer (as applicable) for advice or a decision.

Decisions of the PCG will come into full effect as soon as they are minutes and distributed to all members or from the applicable date outlined in the minutes.

It needs to be noted that documentation and issues referred to the PCG need to be actioned as quickly as possible. Any delay of decision making could seriously affect the ability of the project team to deliver to the timeframe and cost constraints of the Project.

## Conflict of Interest

Members are to declare to the PCG Chair any actual or perceived conflict of interest.

## Role of the Program Control Group

The role of the Program Control Group is to act in a decision making role during this phase of the Program and to ensure successful delivery of key activities in the Program Plan. Specific responsibilities are:

### *Program establishment*

- provide clear terms of reference for all parties
- agree Program frameworks and reporting protocols and ensure these are communicated effectively across the Project and stakeholder organisations
- oversee the appointment of a Program Director, including the specification of key accountabilities for that role

### *As the Program progresses*

- oversee the work completed by the Program Director providing input and advice of key milestones
- monitor and report to Program Steering Committee on the status of the Program against key milestones
- ensure key stakeholders are appropriately engaged throughout the Program providing participation and input where required
- monitor Program activities against budget
- manage any conflicts within the project or negotiate a solution to any problems identified
- monitoring that all risks are being tracked and managed as effectively as possible
- approve changes, make decisions on escalated issues, and
- review and endorse and / or approve completed products as required.

A decision of the Program Control Group is on a unanimous basis. Where a decision cannot be made by the Program Control Group then a briefing paper to the Program Steering Committee is to be issued for a decision.

# Appendix D – Program Leadership Team Terms of Reference

## Purpose

The purpose of the Program Leadership Team is to direct, on behalf of the Program Sponsor, the mobilisation of key team members and service providers to establish an integrated program team. The Program Leadership Team is to establish the governance framework then to oversee delivery of program elements.

## Program Leadership Team Membership

The Program Leadership Team is comprised of the following members:

- Program Director (Chair)
- Business Manager
- Integrated Systems Program Manager
- Commercial Manager
- Rollingstock and Simulator Program Manager
- Maintenance Centre Program Manager
- Program Manager NGR Operational Readiness, Queensland Rail

Other Program team members and / or advisors may be invited to the meetings by the Program Director on an 'as needed' basis. An advisory member may appoint a suitable proxy if they are unable to attend meetings. Further, the invitation of an additional attendee should only occur with the prior agreement of the Program Director.

## Chair

Members can provide advice to the Chair, who is ultimately responsible for final decision making and reporting to the Program Sponsor.

## Secretariat

The Program Director will provide the secretariat function with proceedings and direction minuted and distributed within three working days. The Program Leadership Team will meet weekly or as and when requested by the Program Director.

## Agenda

Agenda papers will be issued to members one working day prior to the day of the meeting.

## Minutes

Minutes for the Program Leadership meetings will be produced and distributed to members by the Secretariat no later than two business days following a meeting.

Actions and decisions may be recorded in the minutes and / or separate Actions and Decisions Logs.

## Meetings

The Program Leadership Team will meet on a weekly basis unless otherwise determined by the Program Director.



### **Proxy**

A person formally acting in the role of a nominated member may attend in their absence.

Proxy members have full authority.

### **Quorum**

A quorum is deemed to be half of the members plus one.

### **Role**

The role of the Program Leadership Team is to manage key deliverables for the Program which include:

- Establishing a governance framework
- Engaging required resources to advise on and manage the delivery of the Program
- Guide and oversee the development of a procurement process, budget and program for the key deliverables
- Monitor and report on progress against the key deliverable milestones, and
- Identify and work collaboratively to resolve emerging issues.

### **Discussion and issue papers**

Decisions relating to the key deliverables are to be supported with executed papers proposed by any member of the Program Leadership Team and approved by the Program Director.

### **Working Groups**

Each key deliverable is to be championed by Program Leadership Team members with working groups established to manage and report on program progress for delivery by milestone dates



# Appendix E – Queensland Rail Operational Readiness Program Control Group Terms of Reference

## Purpose

The Queensland Rail Operational Readiness Program Control Group (QROR PCG) will provide strategic direction and overall guidance to the Senior Responsible Owner and Senior Project Representative(s) for the management of the NGROR to ensure Queensland Rail is meeting its accountabilities and responsibilities within the broader NGR Project.

The QROR PCG will provide strong leadership and include representation from impacted areas of the organisation. The QROR PCG will oversee and monitor the progress of the Queensland Rail Operational Readiness Program, with particular emphasis on program scope, quality, and cost, value for money and fulfilment of the approved program brief and objectives. The QROR PCG has delegated authority to make approvals regarding the direction of the program.

## Queensland Rail Operations Readiness Program Control Group Membership

The Queensland Rail Operational Readiness Program Control Group is comprised of the following members:

- Chief Operating Officer
- General Counsel & Executive General Manager Governance
- Executive General Manager, Projects
- Executive General Manager, Human Resources
- Executive General Manager, Network
- Executive General Manager, Enterprise & Business Strategies
- General Manager, Major Projects
- Manager, Rollingstock Engineering
- Program Manager NGR Operational Readiness (Observer)
- Program Manager, Governance, Compliance and Performance (Observer)
- NGR Program Director (Observer (Operations))

Queensland Rail will provide the secretariat for this group.

## Responsibilities of the Queensland Rail Operational Readiness Program Control Group

- Drive operational performance of the NGROR Program to ensure alignment with Queensland Rail operational, safety and engineering priorities
- The NGROR PCG will authorise Queensland Rail's position as the future operator on issues associated with the NGR Project specification and any resultant operational impacts, cost or time impacts.
- Accountability for the management and escalation of program issues and risks to the Queensland Rail Chief Executive Officer and the Queensland Rail Board

## Reporting

- The NGR Operational Readiness Program Manager will report to the NGROR PCG, and
- The NGR Program Director will report monthly to the NGROR PCG specific to the NGR Project.

## Appendix F – NGR Program Master Schedule

Released under RTI - DTMR

Pages 46 through 47 redacted for the following reasons:  
-----  
Not in public interest

Released under RTI - DTMR



Released under RTI - DTMR

**Subject:** FW: NGR

**From:** "Gluer, Helen" <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)>  
**Date:** 24 September 2015 5:52:32 pm AEST  
**To:** Neil Scales <[neil.scales@tmr.qld.gov.au](mailto:neil.scales@tmr.qld.gov.au)>  
**Subject:** Fwd: NGR

Neil - I have sent this email to both your Neil. Scales and Neil.z. Scales email addresses addresses to ensure it goes to you . Take care.

Kind regards

Helen Gluer  
Chief Executive Officer  
Queensland Rail  
(B) 07 30720781  
(M) NR  
Level 14 Rail Centre 1  
305 Edward Street  
Brisbane Qld 4000

Begin forwarded message:

**From:** "Gluer, Helen" <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)>  
**Date:** 24 September 2015 at 5:30:34 PM AEST  
**To:** Neil Z Scales <[Neil.Z.Scales@tmr.qld.gov.au](mailto:Neil.Z.Scales@tmr.qld.gov.au)>  
**Cc:** Mark Bellaver <[Mark.Bellaver@ministerial.qld.gov.au](mailto:Mark.Bellaver@ministerial.qld.gov.au)>, "Gordon, Liam" <[Liam.Gordon@qr.com.au](mailto:Liam.Gordon@qr.com.au)>  
**Subject:** RE: NGR

Neil

Thank you for your letter of 24 September.

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



I intend to show your letter to the unions at my 1pm meeting with them tomorrow so that we can move forward . If any of the above is incorrect please let me know prior to that meeting.

Thank you for your ongoing assistance.

**Helen Gluer**

Chief Executive Officer

Level 14 Rail Centre 1, 305 Edward Street

GPO Box 1429 • Brisbane, Qld 4000

T: 07 3072 0781 M: N/R F: 07 3072 7201

Helen.Gluer@qr.com.au

queenslandrail.com.au

facebook.com/queenslandrail

twitter.com/queenslandrail

---

**From:** Mandy L Bird [<mailto:Mandy.L.Bird@tmr.qld.gov.au>] **On Behalf Of** Neil Z Scales

**Sent:** Thursday, 24 September 2015 4:26 PM

**To:** Gluer, Helen

**Subject:** NGR

Good Afternoon

Letter attached.

Kind regards,

**Neil Scales**



Floor 13 | Capital Hill | [85 George Street | Brisbane Qld 4000](#)

GPO [Box 1549 | Brisbane Qld 4001](#)

P: [\(07\) 30667316](#) | F: [\(07\) 30667122](#)

E: [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)

W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

\*\*\*\*\*  
\*\*\*\*\*

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\*\*\*\*\*  
\*\*\*\*\*

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## Lenore M Hall

---

**From:** Mandy L Bird  
**Sent:** Monday, 26 September 2016 12:21 PM  
**To:** Jennifer M Grace  
**Subject:** FW: NGR

Mandy Bird  
Principal Executive Coordinator  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: (07) 306671171 F: (07) 30667122  
M: N/R  
E: [mandy.l.bird@tmr.qld.gov.au](mailto:mandy.l.bird@tmr.qld.gov.au)  
W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

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**From:** Neil Z Scales  
**Sent:** Thursday, 24 September 2015 5:48 PM  
**To:** [helen.gluer@qr.com.au](mailto:helen.gluer@qr.com.au)  
**Cc:** [Mark.bellaver@ministerial.qld.gov.au](mailto:Mark.bellaver@ministerial.qld.gov.au); Gordon, Liam  
**Subject:** Re: NGR

Thank you for this,

Your position is clear, I shall now take some advice on the content of your letter.

Kind regards,

**Neil Scales**  
Director-General (Transport and Main Roads) | Executive Directorate  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
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E: [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)  
W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

On 24 Sep 2015, at 5:30 pm, Gluer, Helen <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)> wrote:

Neil

Thank you for your letter of 24 September.

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

I intend to show your letter to the unions at my 1pm meeting with them tomorrow so that we can move forward . If any of the above is incorrect please let me know prior to that meeting.

Thank you for your ongoing assistance.

**Helen Gluer**

Chief Executive Officer

Level 14 Rail Centre 1, 305 Edward Street

GPO Box 1429 • Brisbane, Qld 4000

T: 07 3072 0781 M: <sup>N/R</sup> [redacted] F: 07 3072 7201

Helen.Gluer@qr.com.au

queenslandrail.com.au

facebook.com/queenslandrail

twitter.com/queenslandrail



---

**From:** Mandy L Bird [mailto:Mandy.L.Bird@tmr.qld.gov.au] **On Behalf Of** Neil Z Scales

**Sent:** Thursday, 24 September 2015 4:26 PM

**To:** Gluer, Helen

**Subject:** NGR

Good Afternoon

Letter attached.

Kind regards,

Neil Scales



Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: (07) 30667316 | F: (07) 30667122  
E: neil.z.scales@tmr.qld.gov.au  
W: www.tmr.qld.gov.au

\*\*\*\*\*

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## Lenore M Hall

---

**From:** Jennifer M Grace  
**Sent:** Monday, 26 September 2016 12:26 PM  
**To:** Seaton S Ellick  
**Cc:** Ray J Van Kuyk; Neil Scales  
**Subject:** Letter to Helen Gluer  
**Attachments:** SKMBT\_C452 15092415170.pdf

Hi Seaton

Please find attached. A copy was sent as per the email below and a copy when to Peter Milward.

I'll also send you a copy of the reply from the CEO QR.

Jenny

**Jennifer Grace**  
Chief Operations Officer  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: (07) 30667112 | F: (07) 30667122  
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W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

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**From:** Mandy L Bird  
**Sent:** Monday, 26 September 2016 12:19 PM  
**To:** Jennifer M Grace <[Jennifer.M.Grace@tmr.qld.gov.au](mailto:Jennifer.M.Grace@tmr.qld.gov.au)>  
**Subject:** FW: NGR

**Mandy Bird**  
Principal Executive Coordinator  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
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**From:** Mandy L Bird On Behalf Of Neil Z Scales  
**Sent:** Thursday, 24 September 2015 4:29 PM

To: Peter L Milward <[peter.milward@translink.com.au](mailto:peter.milward@translink.com.au)>  
Subject: FW: NGR

Mandy Bird  
Principal Executive Coordinator  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: (07) 30667117 | F: (07) 30667122  
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E: [mandy.l.bird@tmr.qld.gov.au](mailto:mandy.l.bird@tmr.qld.gov.au)  
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From: Mandy L Bird On Behalf Of Neil Z Scales  
Sent: Thursday, 24 September 2015 4:26 PM  
To: [helen.gluer@qr.com.au](mailto:helen.gluer@qr.com.au)  
Subject: NGR

Good Afternoon

Letter attached.

Kind regards,

Neil Scales  
Director-General (Transport and Main Roads) | Executive Directorate  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | [85 George Street | Brisbane Qld 4000](#)  
GPO [Box 1549 | Brisbane Qld 4001](#)  
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E: [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)  
W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)





Queensland  
Government

Department of  
Transport and Main Roads

24 September 2015

Ms Helen Gluer  
Chief Executive Officer  
Queensland Rail  
GPO Box 1429  
Brisbane Qld 4001

Dear Ms Gluer

Thank you and your executive team for the recent discussions with my Department regarding the appropriate Business Operating Model for the New Generation Rollingstock fleet. This is an operational decision for Queensland Rail, but I am pleased to provide Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

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

I can advise you that Department of Transport and Main Roads will lodge the variation request after preliminary acceptance and delivery to Brisbane of the first Multiple Unit. Qtectic's current program puts this in January 2016.

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

It is therefore imperative that Queensland Rail establish an efficient, effective and sustainable Business Operating Model for day one of customer service that does not rely on the additional equipment that has been requested.

Telephone +61 7 3066 7316  
Facsimile +61 7 3066 7122  
Website [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)  
Email [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)  
ABN 39 407 690 291

I will advise, as soon as information is available through the contract variation process, the schedule for installation on new trains, together with the schedule for retrofit of trains that have been delivered up to that point.

Simon Cook, General Manager (Passenger Transport Services) will be pleased to update your team with any further details and updates as this work progresses.

Yours sincerely

N/R

Neil Scales  
Director-General  
Department of Transport and Main Roads

*For*

Released under RTI - DTP/R

## Nattagan Itthiboon

---

**From:** Mandy L Bird  
**Sent:** Wednesday, 5 October 2016 8:58 AM  
**To:** Executive Leadership Team  
**Subject:** FW: Emailing - FINAL Document - Minister for Transport.pdf  
**Attachments:** FINAL Document - Minister for Transport.pdf

We need to discuss

Kind regards,

### Neil Scales

Director-General (Transport and Main Roads) | Executive Directorate  
Office Of The Director-General | Department of Transport and Main Roads

Floor 13 | Capital Hill | [85 George Street](#) | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: [\(07\) 30667316](#) | F: [\(07\) 30667122](#)  
E: [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)  
W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

Begin forwarded message:

**From:** "Gluer, Helen" <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)>  
**To:** "Neil Scales" <[Neil.Z.Scales@tmr.qld.gov.au](mailto:Neil.Z.Scales@tmr.qld.gov.au)>  
**Cc:** "Gordon, Liam" <[Liam.Gordon@qr.com.au](mailto:Liam.Gordon@qr.com.au)>  
**Subject:** Emailing - FINAL Document - Minister for Transport.pdf

Neil- I know you are all over the discussions from a couple of weeks ago but I just wanted to send you a copy of the brief that is now up with Responsible Ministers FYI.

Regards



**TO: Minister for Transport and the Commonwealth Games**

<b>TITLE</b>	Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration
<b>COPIED TO</b>	Treasurer, Minister for Aboriginal and Torres Strait Islander Partnerships and Minister for Sport
<b>ACTION REQUIRED</b>	For Noting
<b>PRIORITY</b>	Routine
<b>CRITICAL DATE</b>	Nil

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

**MINISTER'S COMMENTS**
**Agreed / Not Agreed / Please Discuss**

**The Honourable Stirling Hinchliffe MP**  
**Minister for Transport and the Commonwealth Games**  
**Leader of the House**  
**Member for Sandgate**  
 Date: / /

Queensland Rail					
	Action Officer	Endorsed:	Endorsed:	Endorsed:	Endorsed:
Name:	Clarissa Lynch	Amanda Creevey	Seth Rodgers	Martin Ryan	Helen Gilder
Position:	A/Government and Community Manager	A/EGM, Projects	A/EGM, Human Resources	A/Chief Operations Officer	Chief Executive Officer
Telephone:	(07) 3072 1190				
Date:	20/09/2016	21/09/2016	21/09/2016	21/09/2016	21/09/2016

Pages 61 through 63 redacted for the following reasons:  
-----  
Exempt Sch.3(2)(1)(b) Reveal Cabinet consideration

Released under RTI - DTMR

## Nattagan Itthiboon

---

**From:** Neil Scales  
**Sent:** Thursday, 6 October 2016 9:27 AM  
**To:** Executive Leadership Team  
**Subject:** Fwd: Bombardier

FYI

Kind regards,

### Neil Scales

Director-General (Transport and Main Roads) | Executive Directorate  
**Office Of The Director-General** | Department of Transport and Main Roads

Floor 13 | Capital Hill | 85 George Street | Brisbane Qld 4000  
GPO Box 1549 | Brisbane Qld 4001  
P: [\(07\) 30667316](tel:(07)30667316) | F: [\(07\) 30667122](tel:(07)30667122)  
E: [neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)  
W: [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

Begin forwarded message:

**From:** "Gluer, Helen" <[Helen.Gluer@qr.com.au](mailto:Helen.Gluer@qr.com.au)>  
**Date:** 6 October 2016 at 9:05:29 am AEST  
**To:** Neil Scales <[neil.z.scales@tmr.qld.gov.au](mailto:neil.z.scales@tmr.qld.gov.au)>  
**Cc:** "Stamatoudis, Arthur" <[Arthur.Stamatoudis@qr.com.au](mailto:Arthur.Stamatoudis@qr.com.au)>, "Gordon, Liam" <[Liam.Gordon@qr.com.au](mailto:Liam.Gordon@qr.com.au)>  
**Subject:** Bombardier

Neil - we are meeting with Paul Brown and Andrew Dudgeon from Bombardier today - meet and greet . We will be reinforcing that the NGR contract is with the State and that you have carriage of all matters ! Artie and Liam will be with me so - if they try and tell you that we agreed anything with NGR that will simply not be the case . I just wanted to make sure you were in the loop .

Regards

Helen Gluer  
Chief Executive Officer  
Queensland Rail  
(B) 07 30720781  
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