

Case Study - RailCorp Transformation Program

Company Environment

RailCorp was established after a merger between the State Rail Authority and the metropolitan division of the Railway Infrastructure Corporation. Formed to deliver a single point of accountability across all railways, the State owned corporation aims to provide a safe, clean and reliable rail network throughout NSW.

Business Challenge

One of the challenges of merging two existing government entities was the coming together of two different cultures, each with their own processes and expectations of performance. Future Platform was engaged to work with the strategy team who are in charge of developing and maintaining the strategic management of RailCorp through planning, forecasting, leading change initiatives and coordinating access to the network. With such an influential role within the organisation, the team needed to be able to display a strong knowledge of business unit activities and performance measures to ensure their advice could be delivered within specific parameters.

In partnership with the strategy team managers, Future Platform devised a transformation program that addressed the immediate issues that were identified during an initial team planning and discussion forum. The program involved developing consolidated team branding and communication material as well as ongoing coaching to develop the manager's leadership capabilities and understanding of appropriate utilisation of performance data.

Evolution in partnership with Future Platform

1. The first step was to facilitate a meeting with the strategy team to discuss the top challenges and key areas for development.
2. Once key outcomes had been established a program was developed that incorporated both individual and team level components.
3. One-on-one meetings were regularly held with each manager to review progress and build on skills developed through each stage.
4. To ensure the information and structure continued to create value, particular learning outcomes were written into performance agreements to ensure sustained commitment and development.

Business Benefits

The key objective of the program was to develop the strategy managers to a stage where they were clear on the required expectations and their accountabilities within them, the service standards expected and the tools to ensure they have the right people to deliver the outcomes.

Partnering with Future Platform ensured a consistent and collaborative approach was maintained throughout the process. The team were able to confidentially feedback their concerns and feel supported as key managers of an organisation that was still going through the early stages of evolution.