

Case Study: Organisation of Railtrack



Situation

At deregulation of the Rail Industry in the UK, Railtrack became responsible for the development and operation of all of the track and the major railway stations in the UK with a development budget of around £2 Billion per annum. The Director of the Major Projects Division (MPD), retained INDECO to assist design and implement the organization required.

Approach

An INDECO Director sat as an ad hoc member of the executive team and an INDECO team was responsible for the design of the structures, management processes, systems and the commercial arrangements required to continue activities over the transition period. INDECO supported the implementation of the new organization and developed and led a training programme for over 900 staff in the new management processes and systems which they had developed.

Impact

After a year of operations an investment programme of around 1,000 projects was largely under control. An audit of the Railtrack organization at that time reported that the Major Projects Division had effective processes in place and was probably the best developed division in the company in that regard.