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Capability roadmap designed to deliver better freight outcomes.

Transport for NSW Freight branch, *Think Freight program*



Summary

In this success story we showcase how Iceni supported the Freight branch of Transport for NSW (TfNSW) to scope the Think Freight program. The behavioural change and capability building program aimed to turn freight considerations into actions, decisions and outcomes for the benefit of NSW communities.

TfNSW's challenge

TfNSW is a large organisation primarily focused on people movement and creating successful places.

TfNSW is also responsible for leading government in advocating for and enabling the safe, productive and sustainable movement of goods within the transport system.

This role, led by Freight Branch, required an increased understanding, across TfNSW, of the end-to-end freight journey, the benefits of freight to the community and how to maximise freight opportunities and outcomes.

Our approach

Iceni took a collaborative and consultative approach to address the challenge. Working closely with stakeholders within the Freight branch and partner divisions, we sought to understand the current state, desired future state and areas for uplift within the organisation. A comprehensive survey provided valuable data and evidence to build a compelling case for change.

Analysing data from across the organisation, we identified and mapped the gaps, enabling the development of a roadmap in partnership with the Freight branch leadership team. This roadmap paved the way for the creation of the "Think Freight Program," meticulously tailored to meet the long-term objectives and specific challenges faced by the Freight branch.

Value-adds

Throughout the project we engaged in focused interactions, conducting surveys and delving into the detail, to gain deep insights into the challenges faced by the Freight branch.

When it came to scoping the Think Freight Program, we worked closely with the leadership team to secure vital support and endorsement from key stakeholders. We provided support during the establishment of the program. This involved creating a robust program management framework, effective governance arrangements, and a comprehensive monitoring and evaluation framework.

We were also actively involved in hands-on collaboration with the Freight branch teams. Together, we developed detailed project scoping documents and carefully laid out implementation plans.

Client outcome

Our collaboration with TfNSW brought clarity to team members and executives by identifying capability gaps and areas that needed improvement. Our expert program management advice helped facilitate an outcomes-focused program delivery, ensuring successful results. Our partnership with the Freight branch also actively supported them in safeguarding and enhancing freight outcomes, making sure that freight considerations were seamlessly integrated into actions and decisions across the entire cluster.