



Department
for Transport

Street Manager: Business change playbook Part 1: Set-up





- 1) [Introduction](#)
- 2) [Checklist](#)
- 3) [Street Manager overview](#)
- 4) [Impact assessment](#)
- 5) [Readiness assessment](#)
- 6) [High-level roadmap](#)
- 7) [Business case](#)
- 8) [Roll-out plan](#)
- 9) [RACI \(guidance\)](#)
- 10) [Stakeholder analysis](#)
- 11) [Personas \(guidance\)](#)
- 12) [Risks, issues and actions log](#)
- 13) [What communications to expect from DfT Street Manager](#)
- 14) [What documents to expect next](#)

This document is the first part of the Business change Playbook (Part 1: Set-up)

It contains a set of tools and templates that will support you in preparing for transition.

While it includes Street Manager specific content, most of the information that needs to be inputted into these templates and tools is unique to your organisation. You will therefore need to adapt the documents to fit your circumstances.

Each document states its purpose and comes with guidance on how to use the tools, the purpose of the document in question, as well as best practice on when to develop and what questions to consider when filling in the details. The detailed guidance is enclosed within each of the individual documents, whilst a summary is provided on each of the following one-pagers.

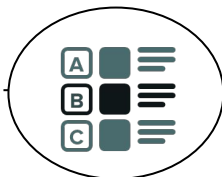
The methodologies included are intended to help you plan the transition to Street Manager. However, they are not prescriptive and it is up to you to decide whether and how to use each one of them. In addition, some activities may be more or less relevant to you depending on your organisation profile - please refer to the tables in the checklist for more information.

We have developed a suggested checklist for you with a recommended order of activities.

The checklist also provides a view of which documents and tools are recommended for everyone, and which ones are more suited to a certain type of organisation.

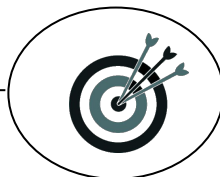
[Link to Checklist](#)

Purpose & Content



An overarching summary of available information for Street Manager that you can familiarise yourself with as a starting point to prepare for transition.

Best Practice



Read through the document and the linked materials before planning for the transition. Take note of any questions or queries and communicate these to the DfT team via Slack or email.

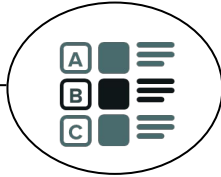
Benefits



Get an at-a-glance, holistic view of Street Manager to share with those without prior knowledge of the project. The additional links give you further detail for specific areas you might be interested in.

[Link to document](#)

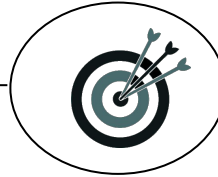
Purpose & Content



Use this comprehensive tool to build:

- assessment of how the organisation / individuals will be impacted by the move to SM
- clear statement of changes that need to happen in each business area, which will define transition requirements
- visualisation of assessment and priority areas

Best Practice



Use the impact assessment on any project even if a change role is not strictly defined. Effectively, it builds on from a gap analysis between current and future state by asking 'so what' and 'what does this gap mean for the project and all impacted stakeholders'.

Benefits



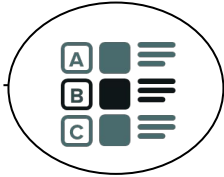
The impact assessment will help you:

- understand the change in its totality: how it will impact individual people or processes as well as links and dependencies between them.
- identify priority areas to focus on based on holistic impact

[Link to document](#)

Readiness assessment

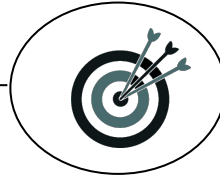
Purpose & Content



Use this comprehensive analysis tool to build:

- assessment of readiness to transition based on gap analysis, considering all key organisation elements: people, processes and technology
- visualisation and summary of overall organisation readiness

Best Practice



Prepare for the transition by identifying gaps, and plan how to address them. The readiness assessment also acts as a checkpoint before final go-live. This ensures the organisation is ready to transition, or highlights any risks that indicate otherwise.

Benefits



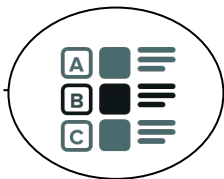
This tool will help you:

- understand how ready your organisation is, and where in the change journey your organisation's individual elements fall
- develop and execute targeted engagement to prepare and accelerate transitioning people, processes and systems

[Link to document](#)

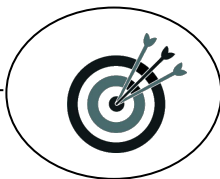
High Level Roadmap

Purpose & Content



This is a summarised one-page view of the key activities that need to take place between now and go-live / end of transition to Street Manager. The roadmap is split into two key streams of activity: Technical adoption and Business change. It contains the key activities and milestones that need to be completed to transition successfully.

Best Practice



Develop as soon as possible to inform more detailed delivery plan and actions, but treat this as a live document and make sure it is updated throughout the lifecycle of the project. Use the initial version as a baseline to enable discussions around deviations and slippage from initial plan.

Benefits

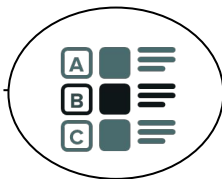


This will help you:

- track progress against the baseline roadmap and use as a basis to identify and manage risks
- provide an easy access to a summary of all past, present and future SM-related activities to stakeholders who don't necessarily need to know the detail (e.g. Finance, project sponsors, etc.)

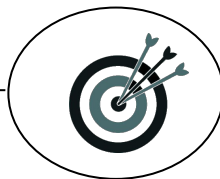
[Link to document](#)

Purpose & Content



The business case document provides a template for Street Manager implementation (e.g strategic, economic, commercial, financial and management cases) that the sponsor of the project in your organisation will need to have sight off and sign off.

Best Practice



Adapt the business case to your unique circumstances where needed and take this to relevant authority in your organisation as soon as possible - this will ensure that they are supportive of the initiative and you have a green light to proceed with planning and delivery.

Benefits

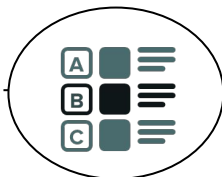


This key document provides justification for the investment of time and resource needed to transition to Street Manager. The document is also used as the basis for identifying benefits and business value that your organisation will want to realise in the long term.

[Link to document](#)

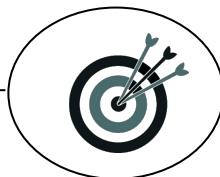
Delivery and Roll Out Plan

Purpose & Content



A detailed roll-out plan is needed to capture all activities, timelines and dependencies related to the transition to Street Manager including technical adoption, business change, sign-offs and process redesign. It also provides you with a view of any dependencies between activities

Best Practice



A detailed plan should be developed as soon as possible. The plan should also take into account benefits realisation plan and should be continuously updated to take into account any new information, priorities or planned activities. Ideally, the plan should be looked at at least on a weekly basis

Benefits

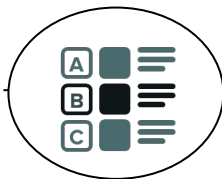


It enables you to track progress against delivery and see at glance peaks and troughs as well as dependencies to allocate resource and identify and manage risks

The initial plan can be used as a baseline to analyse the cause of any deviations from it and identify any risks.

[Link to document](#)

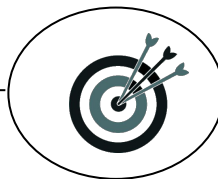
Purpose & Content



The RACI provides an overview of the roles and responsibilities within the project team. It includes a breakdown of all key tasks as well as those who are:

- Responsible
- Accountable
- Consulted
- Informed

Best Practice



A RACI should be completed in line with the overall roll-out plan and key tasks should be mapped onto both. It should be considered a live document and updated as new tasks are added to the plan. It should be regularly checked in order to ensure roles are completed.

Benefits



This will help:

- set clear expectations around project roles and responsibilities
- ensure there is no cross over in workloads
- people to take responsibility for content

[Link to document](#)

Stakeholder Analysis

Purpose & Content

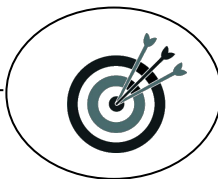


Automated tool that assesses stakeholders based on:

- impact of change on them
- influence
- sentiments and the level to which they are impacted

The output helps develop and monitor the success of change strategies in pursuit of the desired outcomes

Best Practice



Perform the analysis as soon as possible in order to identify the stakeholders who would be allies, as well as those who might be more difficult to engage.

Use as the basis for change strategy and engagement plan development.

Use to monitor movements within the different groupings.

Benefits

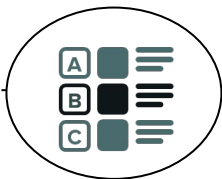


This tool will help you:

- better understand the drivers behind stakeholder actions, predict behaviours, and assess risks and opportunities
- take a targeted engagement approach with each stakeholder group (e.g. use Champions as allies to get buy-in, turn Blockers into Observers)

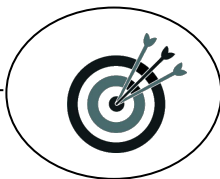
[Link to document](#)

Purpose & Content



Developing personas is a way to model, summarise and present different project stakeholders and their story or context. Different factors are taken into account to present the 'persona' - e.g. typical behaviours / characteristics, identified needs, description of how change might impact them.

Best Practice



Personas are often used to complement user journeys. They help ensure that the requirements of different types of stakeholders are met from both a project / deliverable and change perspective – e.g. you might have personas such as SM users, non-users (IT team), non-users (management), etc.

Benefits

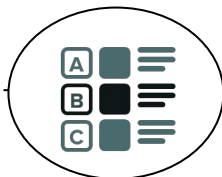


Document the different personas, their behaviour and needs to help consider different viewpoints and challenges that people in your organisation might be facing. This ensures you take into account the interests of all stakeholders, and enables the development of a targeted change approach for each persona.

[Link to document](#)

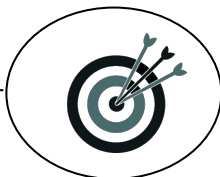
Risks, issues and actions register

Purpose & Content



This document allows you to capture, prioritise, assess and manage risks and issues to ensure appropriate levels of governance to support transition. This allows you to manage all inter-dependencies that might impact the success of transition, as well as define and review the effectiveness of mitigation tactics.

Best Practice



It is advisable that you manage this as a live document and update it on a weekly basis to keep track of progress and take any actions if necessary.

Benefits

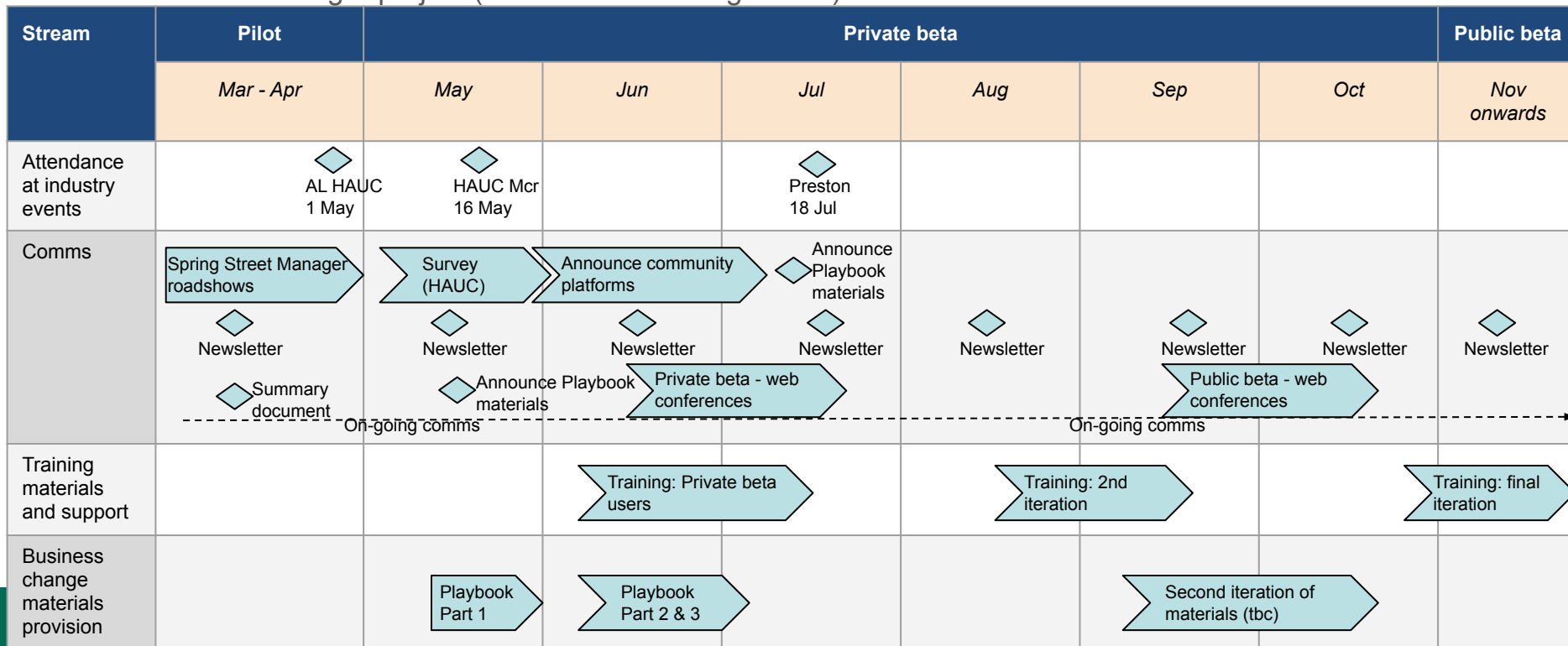


This document will enable a proactive approach to identifying, action upon and managing risks, issues and interdependencies.

[Link to document](#)

What communication to expect from DfT Street Manager

The below roadmap provides a summary of the communications, training and materials that you will receive from the Street Manager project (DfT Business change team)



What communication to expect from DfT Street Manager

1. Survey at HAUC (16th May)
2. Playbook 2/3 release (Jun)
3. Third iteration analysis (Aug)
4. Setting up of communities (Jun - Jul)
5. Web conferences / targeted meetings for second wave of Private beta (mid-Jun - Jul)
6. First iteration of training (Jun - Jul)
7. Web conferences / targeted meetings for Public beta (mid-Sep - Oct)
8. Second iteration of training (Sep - Oct)
9. Final iteration analysis and recommendations (Oct)

You can find us at the following events:

1. HAUC - Manchester (16th May)
2. Preston (18 Jul)
3. tbc

Want the DfT Street Manager team to come and talk to you and your colleagues?

Make sure to invite us to your regional HAUC or industry event - we will be happy to come!

What materials are coming next

In the coming months you will be provided with :

- **Part 2 of the Playbook** - this will allow you to deliver the change that you have set up using the 1st part of the Playbook (ie the documents enclosed in this pack), such as Change strategy guidance
- **Part 3 of the Playbook** - this will allow you to measure the change and identify how successful it has been
- Other documentation with useful information (e.g. in-flight work journeys)