



Department
for Transport

Street Manager Business change strategy



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Executive summary

This document outlines the strategic approach to delivering business readiness and change to support England highway authorities, utilities and contracting companies in the adoption of Street Manager between May 2019 and March 2020.

The strategy is based on analysis of the level of impact that the change will have on organisations, their readiness and intentions to transition, and their sentiments towards the system and the overall project.

This allows the development of tailored business change, communications and training approach and strategy to address the needs of different stakeholder groups.

This provides an initial set of recommended activities, which will be further enhanced and adjusted as the project progresses and will align to the project transition principles.

This analysis and the resulting strategy will be taken as a baseline and will be revisited in future before entering key project phases to monitor progress and adjust approach if needed.

Transition principles

- Encourage adoption by regions
- Track progress and development of regional clusters
- Support development of communities
- Reach out to organisations who have not yet engaged with the project or have not decided when to transition
- Use existing stakeholder communities (e.g. HAUCs, JAG, Transport forums)

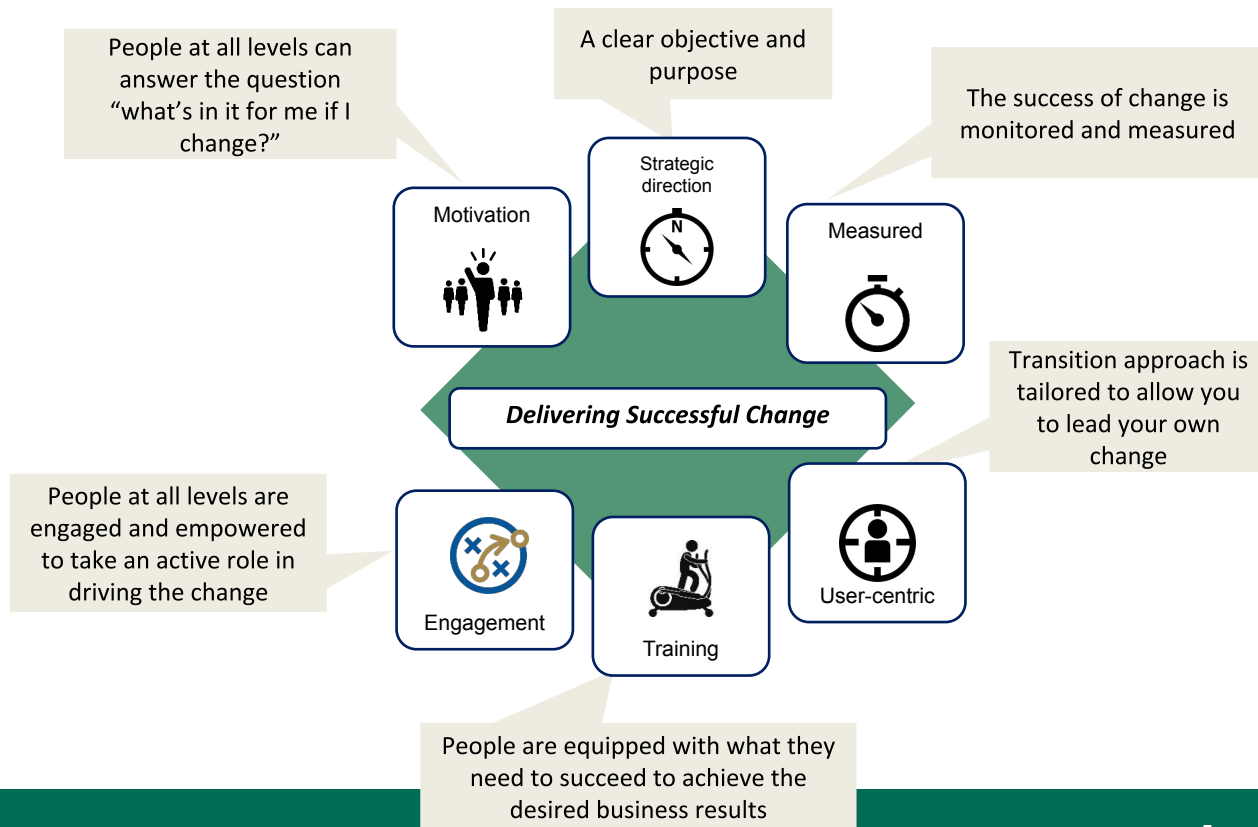
- Track:
 - Number of users
 - Number of organisations
 - Number of works

Vision:

Help organisations transition as smoothly as possible

Our aim is to help:

- **engage** all stakeholders
- build **awareness**
- **support the adoption** of the new Street Manager system so that:
 - all users get its **maximum benefits**
 - and transition happens in the **smoothest** possible way for all organisations



Principles underpinning our approach

Our goal is to deliver business change is to engage each organisation and empower it to become self-sufficient to shape, lead and complete its change journey. Our approach is underpinned by the following principles:



INVOLVE & ENABLE

We want to understand in more detail the challenges each organisation is facing



ENGAGE

Feedback matters!
We will take on board stakeholders' requirements and preferences



EDUCATE

No-one will be alone
- we will help set up a support network and communities to share best practice



WE WILL HELP ORGANISATIONS CREATE AND MOVE SUCCESSFULLY THROUGH THEIR OWN JOURNEY

Business change delivery model



1) Initial engagement and information gathering

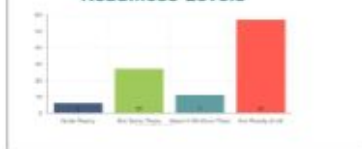
Engagement with all stakeholders to understand better their unique circumstances, challenges and needs so that we can develop a view of change requirements at both programme and organisation level.

2) Change strategy - SM Programme level change






1.1) Analysis and assessment

A. Readiness assessment

Readiness Levels



B. Impact assessment

 PEOPLE	 PROCESSES	 TECHNOLOGY
 REGION	 URBAN / RURAL	?? OTHER?

1.2) Personas definition and change strategy



1.3) Communications and training support



3) Change enablement - Organisation level change support



Enablement

Materials and guidance to help organisations deliver internal change effectively and smoothly



Engagement

Continuous two-way communication with SM and support to organisations to set up and deliver their internal comms



Education

Training material related to the deployment of the new process and technology

Benefits of our approach to business change



Evidence-based approach

Whilst the nature of the data collected and the performed analyses is less factual and more qualitative, the **comprehensive assessment** we performed enables an **informed engagement and communication strategy** with clearly identifiable **priority areas to focus on**.



Giving organisations ownership

Whilst we provide support and guidance, our key message is that each organisation is **free to shape** and **responsible for the delivery of its own business change**. This enables stakeholders to develop a sense of **accountability** and **ownership**, and ultimately makes them **change champions** in their organisations who feel confident to deliver the change in a way that **works best for them**.



Agile approach

Our materials and training delivery schedule is **iterative** and **aligned to the overall agile development** of Street Manager. This provides **value quickly and early on** to enable engagement and improve of readiness, whilst at the same time allows for **flexibility and adjustment** of interventions where needed.

Overview of analyses

IMPACT ASSESSMENT



High-level analysis of the impact that adoption of Street Manager will have on each organisation's:

- People,
- Processes,
- Technology, and
- Ways of working

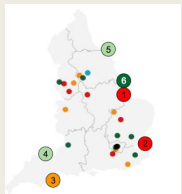
OUTCOMES

- ❖ Identification of organisations that will be significantly impacted which means they might need extra support
- ❖ Ability to produce more tailored playbook and toolkit packages

Holistic understanding of impacted organisations

Well-informed business change and stakeholder engagement strategy

READINESS ASSESSMENT



High-level analysis of current level of readiness to transition:

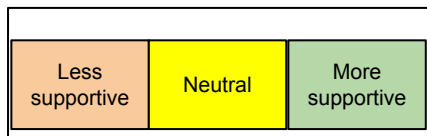
- Understanding of change
- Transition challenges
- Help needed to get ready
- Organisation readiness to commence change project

OUTCOMES

- ❖ Understanding how ready individual organisations are as well as what can help prepare them
- ❖ Identification of regions which are likely to transition first and last

More tailored change playbook and communication and training tools, materials and support provision

SENTIMENT ASSESSMENT



Level of support

High-level analysis to understand how supportive the street and roadworks community is of Street Manager

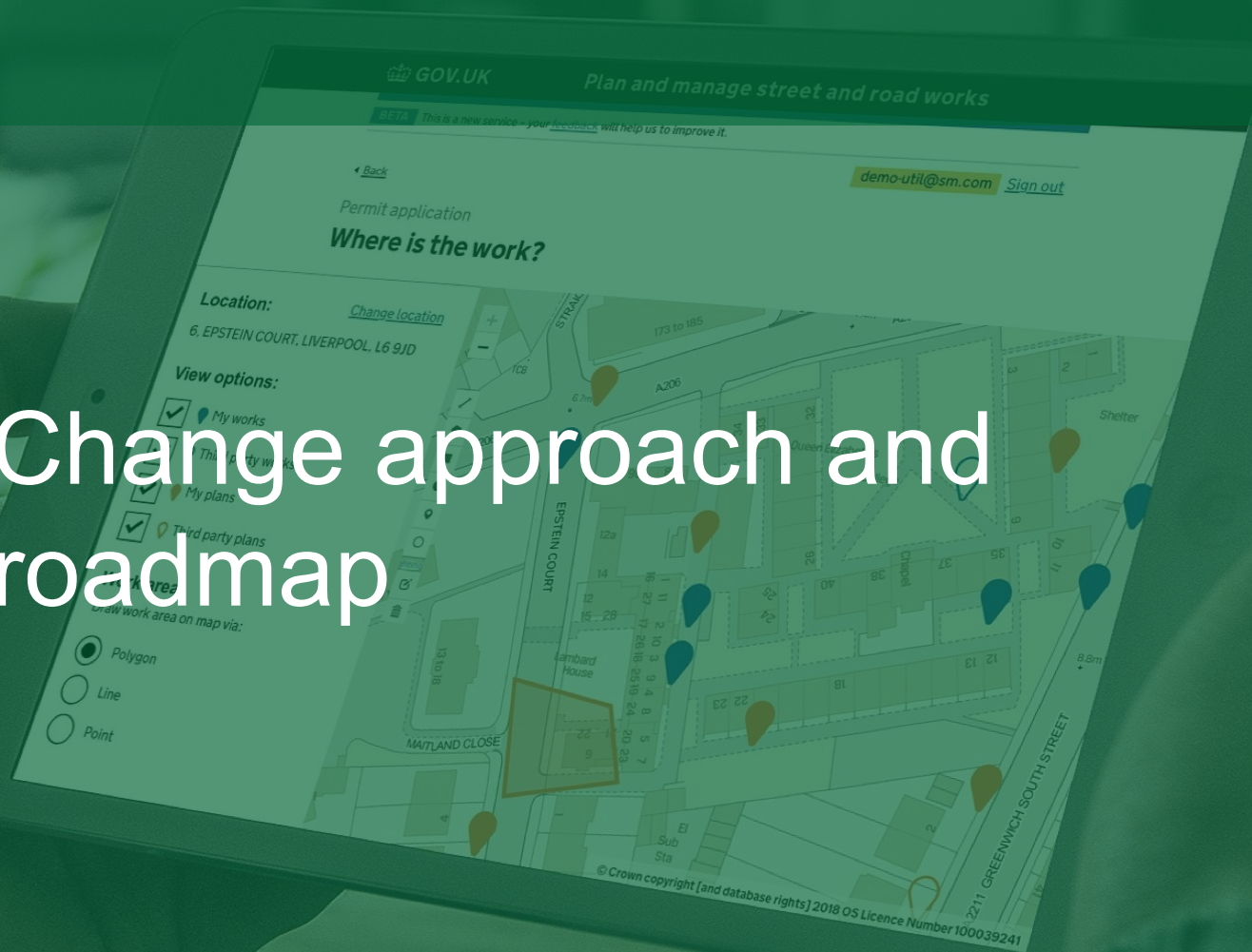
OUTCOMES

- ❖ Classifying organisations into Champions, Adopters, Observers, Opposers and Blockers
- ❖ Prediction of behaviours
- ❖ Insight to inform engagement strategies for each group



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Change approach and roadmap



Stakeholder engagement approach

Tailored change strategy and engagement approach will be delivered for each of our four scenarios:

- 1) Private beta joiners (May - Oct 2019)
- 2) Early public beta joiners (Nov - Dec 2019)
- 3) Second half of public beta joiners - (Jan - Mar 2019)
- 4) Unknown - not engaging with the project yet

Sentiment + Influence = Category + Readiness =
SCENARIOS



Five engagement models will be used with tailored delivery for each organisation scenario. These will endeavour to answer the 'What is in it for me' question for each stakeholder to achieve the key desired outcomes from the business change engagement with each scenario:



Communications

Continuous open, honest, trust-based two-way communication will be provided by the project to ensure people are engaged, informed and listened to.

Toolkit, materials and strategy support will be provided to organisations to deliver communications internally.



Training support

Training materials will be developed using a variety of predominantly digital methods.

Training toolkit and strategy support will be provided to organisations to execute training internally if needed.

Training will be delivered in an agile iterative way.



Materials provision

Provision of a Playbook of materials, tools and templates with accompanying guidance to help organisations set up, prepare, deliver and measure the success of their own change journey.

Materials can be delivered in an agile iterative way.



Communities setup

Local and regional communities can be established to serve as support network for organisations - e.g. for regional transitioning, or API transitioning.

Cross-England communities can be set up for Champions to share best practice.








Champion model

Empower supportive stakeholders to lead change in their communities and help other organisations.

The model can be either formalised with official governance or light-touch depending on Champion preferences.

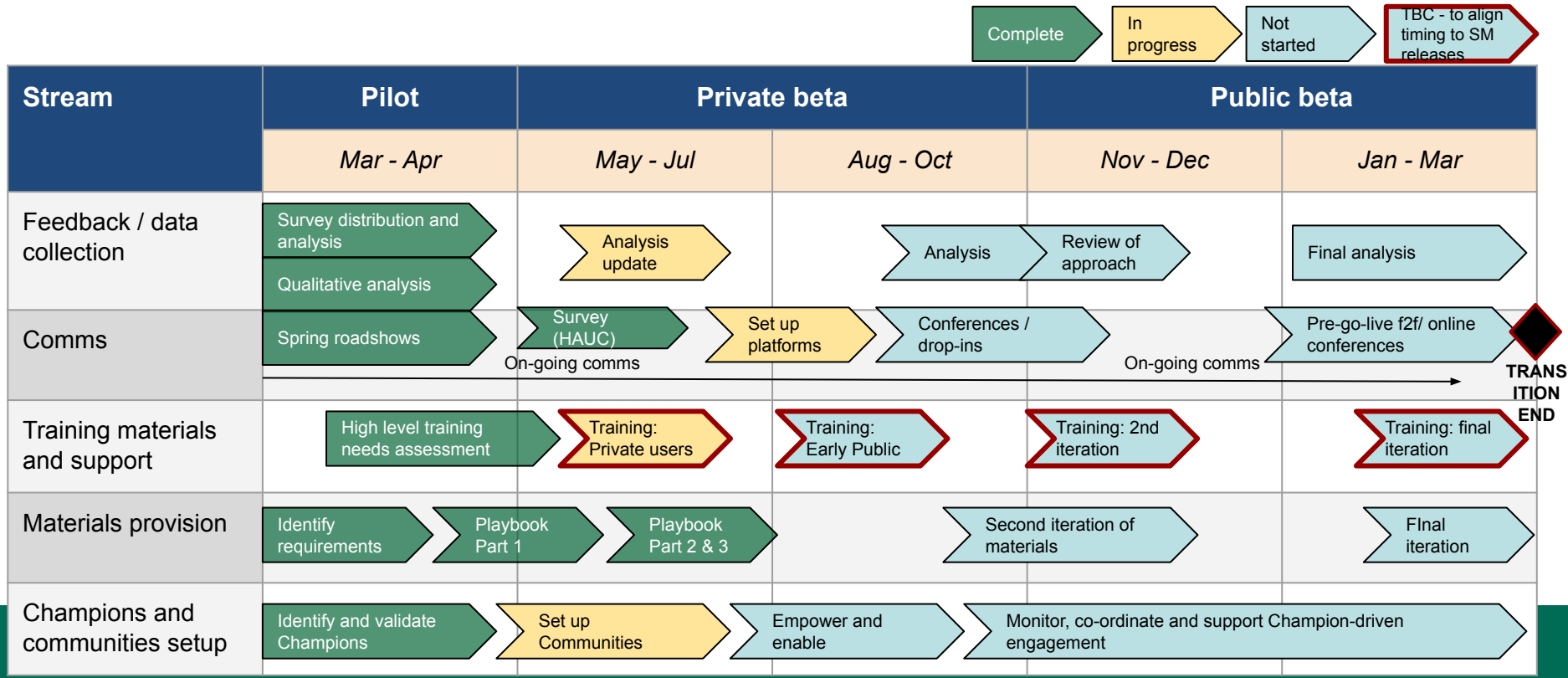
Champions can also provide feedback on engagement techniques and materials to ensure relevance.

Tailored engagement

Scenario	What are we trying to achieve?	How are we going to engage?					When to engage?
							
Organisations joining during Private beta	1) Develop and maintain strong relationship based on positive user journey 2) Gather their feedback to adjust materials and engagement as needed	- Targeted 1-2-1 communication to nurture relationship - Ensure they are listened to and engaged on an ongoing basis	- Test training approaches, materials and ideas	- Ensure they have all materials they need early on and test relevance and content	- Include in Private beta communities - Include in API / UI communities	- Empowerment to enable them to lead change in communities - Develop Success stories based on their experience	As soon as possible
Organisations joining at the beginning of Public beta	1) Make sure they are ready to transition 2) Encourage them to start testing early on	- Ensure they are engaged well in advance - Keep them informed about other organisations in their regions moving to SM	- Provide training as early as possible and get feedback on it	- Ensure they have all materials they need early on	- Include in API / UI communities - Provide them with a platform to communicate with Private beta users	- Ensure they are supportive of the project	Early on
Organisations joining in 2020	1) Keep informed and make sure they are prepared to transition when ready 2) Demonstrate clearly value of SM and early adoption	- Keep them informed and engaged with timely updates - Understand why they are not transitioning earlier	- Provide with access to training materials once they are in good shape but early enough to build confidence and readiness	- Ensure they have all materials they need early on to prepare for transition and mitigate operational difficulties	- Engage actively via public platforms	- Use the time to develop good relationships with them	As part of standard project engagement and towards second wave of private beta
Unknown	1) Start engagement	- Find out who they are and which communities they could join - Understand why they are not engaging	- Provide access to public materials	- Provide access to public materials		- Use Champions to bring them on board	Early on

Stakeholder engagement roadmap

The below roadmap is indicative and iterative - activities will be updated as needed





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Communications approach and roadmap



Communication overview

Approach

Communication will be delivered based on the following principles:

1. Open, clear, honest and transparent communications, inviting and listening to feedback
2. Iterative, continuous and timely ensuring everyone is kept informed
3. Aligned to overall business change approach

Assumptions

1. Comms will come from various different streams within the project, as well as from external stakeholders such as communities and project Champions
2. Those who are not engaging with the project are aware of Street Manager, but are choosing not to engage

Change personas



We will deliver communications tailored to each of the previously defined 4 change scenarios. e.g. we will provide comprehensive comms to early adopters, but will have a less hands-on approach with late adopters due to resource constraints.

Triggers















There are a number of triggers that will necessitate communications from the business change team. This will include, but are not limited to, legislative changes, training announcements and the release of new functionality. The communication plan has been built around these triggers.

Methods & channels



We have collated and analysed the impact and effort related to an array of different methods and comms channels. We will deploy them as deemed suitable and effective to deliver key messages in line with the different triggers and scenarios.

Methods and channels analysis

Channel		Triggers	Delivered by	Reach	Impact	Cost, effort	Considerations
	1-2-1 meetings	Transitioning	Project	Narrow	High	High	Depends on location
	1-2-1 Zoom / phone calls	Transitioning/Feedback	Project	Narrow	High	Low cost, high effort	Technology restrictions
	1-2-1 emails	Transitioning/Feedback/questions	Project	Narrow	High	Low cost, medium effort	
	Mass emails	Legislative change/new functionality/ change pack/ advertising training/API changes	Project	Wide	Low to medium	Low	Might not reach target audience
	Newsletters	Legislative change/new functionality/ change pack/advertising training/API changes	Project	Wide	Low to medium	Low	Might not reach target audience
	Roadshows	Legislative change	Project	Medium to wide	Medium to high	High	
	Industry events attendance	Legislative change	Project	Wide	High	High	Requires invitations
	Drop-ins	Change pack/Feedback	Project	Medium to wide	Medium to high	High	
	Slack channel	New functionality/change pack/Feedback/advertising training/Regular updates/questions	Project	Medium to wide	Low to medium	Low	Preferences
	Champion driven comms	Transitioning/questions	Champions	Narrow to medium	High	High	Need to coordinate with Champions
	Community engagement	Transitioning/questions	Organisations	Medium	Medium to high	Low to medium	Need to monitor
	Videos / success stories / testimonials	Transitioning/regular intervals	Project	Wide	Medium	Medium	Dependent on champions

High-level communications plan



Scope Update



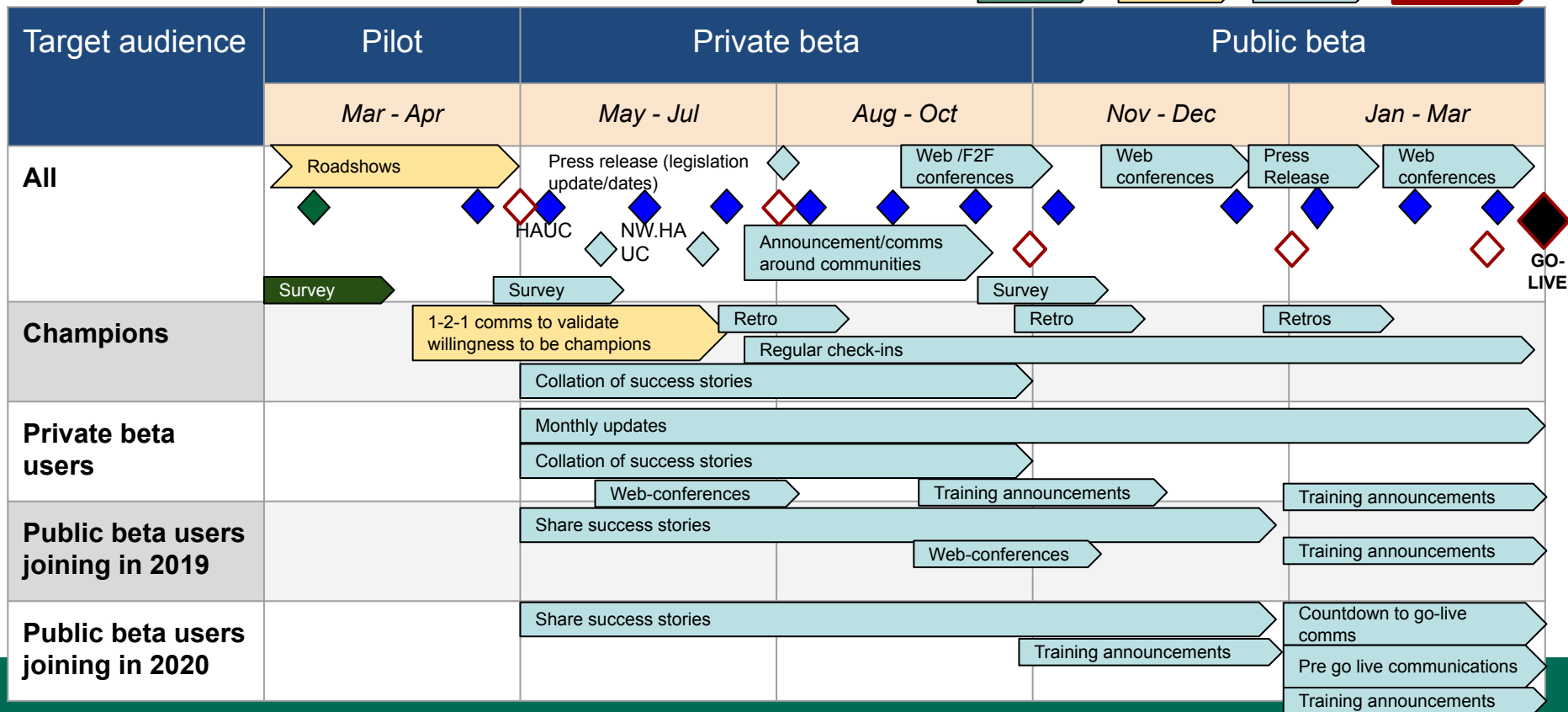
Newsletter

Complete

In progress

Not started

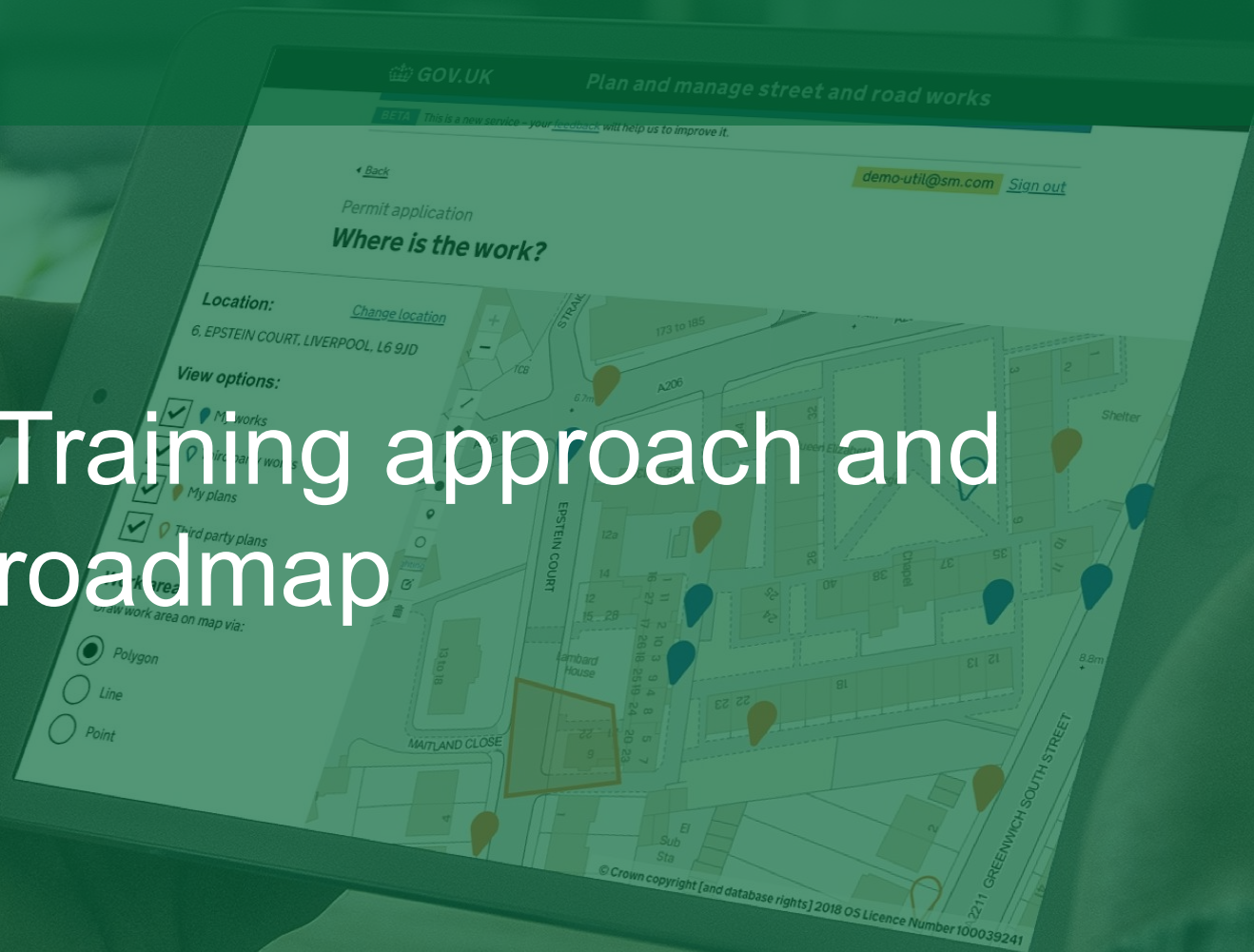
Tech dependency





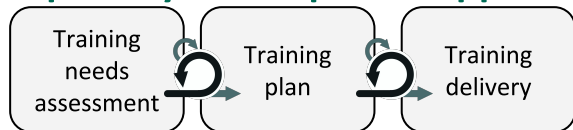
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Training approach and roadmap



Training approach

Capability development approach



Agile delivery of training to ensure relevance of materials in alignment to agile product development and different stages of transition with iterative needs assessment, plan adjustment and materials update

Assumptions

1. Iterations - training will be delivered in four iterations: Private beta users, Beginning of Public beta (Nov 2019), January 2020, and March 2020 (for latest updates)
2. Different needs - user training needs will differ based on UI vs API adoption method - UI users will need comprehensive system training, while API users will need to understand any changes of processes and ways of working
3. Delivery - preferred option will be non-f2f delivery, self-service or train the trainer delivery

Training needs assessment










a) Based on user type

Users	Training needs
UI users	Ability to test and navigate through the system with confidence. Understanding of change in processes and ways of working
API users	Understanding of change in processes and ways of working
UI and API users	Ability to test and navigate through the system with confidence. Specific focus on new processes and usage of SM UI vs other systems

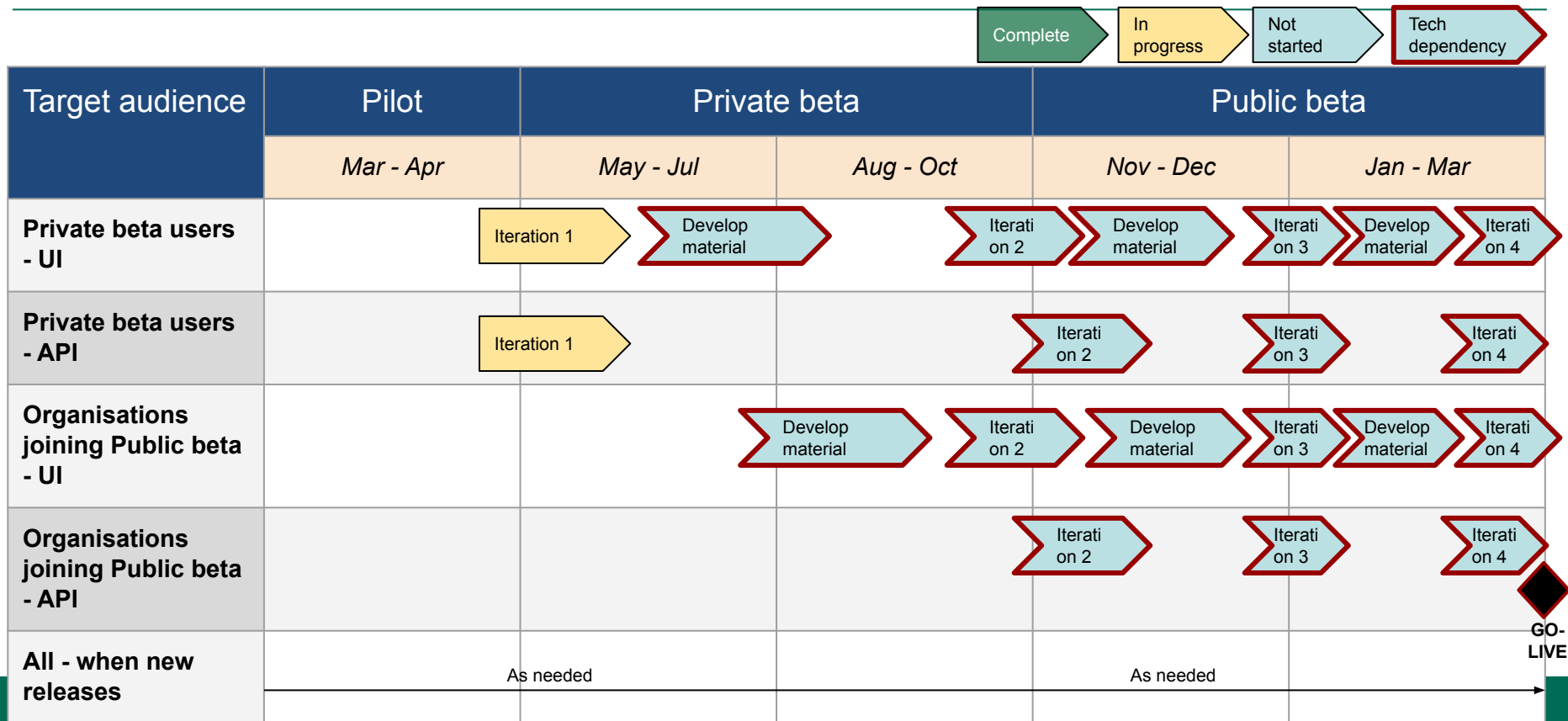
b) Based on transition timings

Users	Training considerations
Private beta users	System will be least developed, significant limitations and workarounds. Significant changes to come. Training materials might not be comprehensive enough
Organisations joining Public beta in 2019	System will still be in development with many workarounds. Can benefit from knowledge bank from Private beta users
Organisations joining Public beta in 2020	Limitations and workarounds may still exist, so expectation management will be critical. Can rely on existing forums and FAQs

Methods analysis

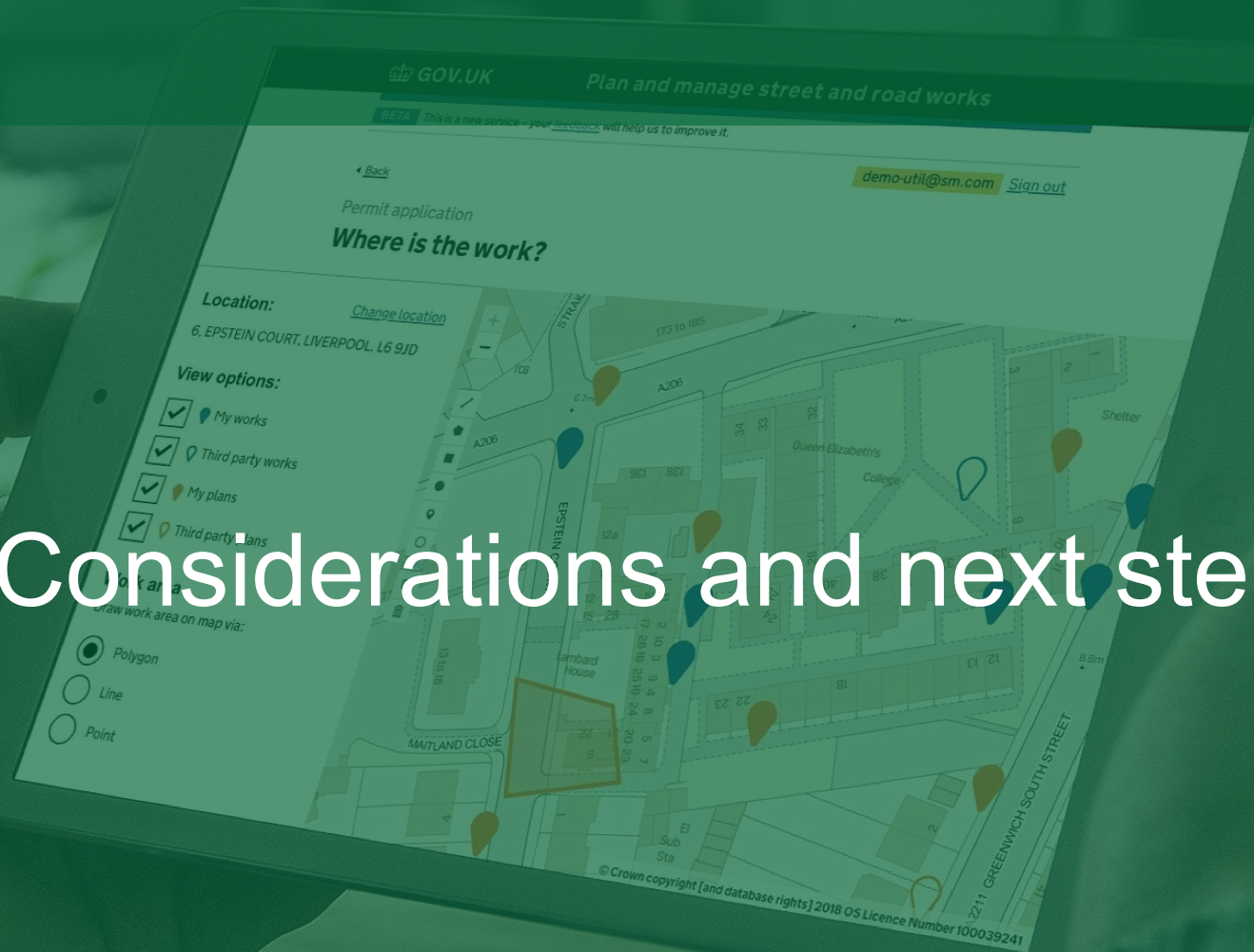
Methods		Delivered by	Reach	Impact	Cost and effort	Considerations
	Reference material	Project	Wide	High	Low	Need to keep up to date
	Online community forum	Users - enabled by project	Medium to wide	Medium to high	Medium (cost and effort to set up)	System restrictions
	FAQ	Project	Wide	Medium to high	Low	Need to keep up to date
	Videos	Project	Wide	High	Low	Need to keep up to date
	Exercises available online for independent training	Project	Wide	Low to medium	Low	Based on available scenarios
	Video conferences	Project	Medium to wide	High	Low cost, high effort	Ability for Q&A, technical team attendance needed
	F2F drop-ins	Project	Medium to wide	High	High	Ability for Q&A, technical team attendance needed
	Train the trainer	Project	Narrow	Medium	Medium to high	Dependent on trainer's capacity
	Hints and tips on Street Manager	System	Wide	Low to medium	Low (built in)	

High-level training plan





Considerations and next steps



Considerations and next steps

FACTORS THAT MIGHT IMPACT SUCCESS OF CHANGE INTERVENTIONS



Prioritisation and focused efforts

- There is a need to update analysis on a regular basis to ensure that latest moves are being tracked and approach is adjusted if need be
- Assumption is that non-engaging organisations are rather neutral in their sentiments, however it might turn out that they are opposers or blockers, which will in turn have an impact on capacity prioritisation



External stakeholders

- Success of champion model and communities of practice is dependent on resource capacity from organisations
- The current analysis and strategy is developed taking the latest stakeholder contact list as a baseline, however it might turn out that there are more stakeholders interested in Street Manager that need to be engaged, but of whom the project is not aware



Product development

- There is a dependency on product development to enable clarity of communications and training material
- Stakeholder sentiments will be driven and influenced mainly by the extent to which they are satisfied with SM functionality

NEXT STEPS

1

Establish communities and support networks

- Engage with Champions to start setting up communities and support networks
- Facilitate communities by developing comms platforms they can use

2

Develop business change materials for all stakeholders

- Develop and distribute business change Playbooks
- Develop first iteration of training
- Support early adopters to transition