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

Contents

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, hence you will need to adapt the documents to fit your circumstances.

Each document 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.

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
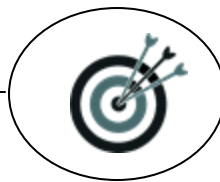
Read through the document as well as the linked materials prior to planning for transition. Note any questions or queries you might have and communicate these to the DfT team via Slack or email.

Benefits

This will give you an at a glance holistic view of Street Manager that you can share with those without prior knowledge of the project
The additional links will give you further detail for specific areas you might be interested in

[Link to document](#)
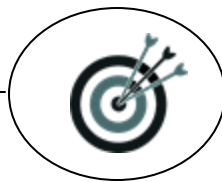
Impact assessment

Purpose & Content

Comprehensive analysis 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

The impact assessment can be used 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

- Understanding the change in its totality - not only how it will impact individual people or processes but also the links and dependencies between them
- It allows you to identify priority areas to focus on based on holistic impact.
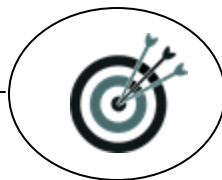
[Link to document](#)

Purpose & Content

Comprehensive analysis tool to build:
- Assessment of organisation's readiness to transition based on gap analysis considering all key organisation elements: people, processes and technology
- Visualisation and summary of overall organisation readiness level

Best Practice

When starting to prepare for transition, a readiness assessment allows you to identify gaps and plan how to address them. It also acts as a checkpoint prior to final go-live to either ensure that the organisation is ready to transition or to highlight, discuss and access and risks if the assessment shows otherwise.

Benefits

- Understanding of where on the change journey the individual elements of the organisation are as well how ready the organisation is as a whole
- Ability to develop and execute targeted engagement to help prepare and accelerate transition of people, processes and system

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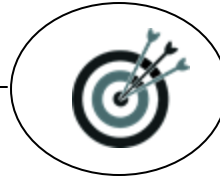
Develop as soon as possible to inform more detailed delivery plan and actions, but treat this as a live document and make sure it is updated throughout the lifecycle of the project. Use the initial version as a baseline to enable discussions around deviations and slippage from initial plan.

Benefits

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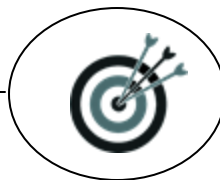
Link to document

Business Case

Purpose & Content

The business case document provides key information about Street Manager (e.g background, timelines, key dates, financial information, etc.) that the sponsor of the adoption project in your organisation will need to have a 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

Key document that provides a justification for the investment of time and resource to transition to Street Manager.
The document is also used as the basis for the identification of benefits and business value that ultimately the organisation will want to realise in the long term

Document to be added

Benefits Management Approach

Purpose & Content

This document outlines the approach and best practice to Benefits management to support the realisation of business value from the adoption of Street Manager. It provides a maturity model with key phases and steps that need to be completed. It also provides guidance on identification, categorisation and prioritisation of benefits.

Best Practice
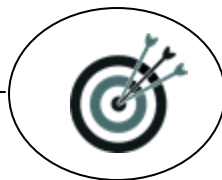
Identify benefits early on during planning stage taking into account the Street Manager business case and your organisation's short and long-term strategy. Engage with key stakeholders to get sign-off, validate, prioritise and plan how to realise the benefits. Assign responsibilities and accountabilities for delivering against KPIs.

Benefits

This guidance document will help you identify and categorise benefits consistently in order to prioritise activities and allocate resource to both deliver the change project and support the realisation of strategic business value.
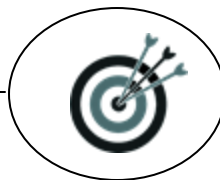
Link to document

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]
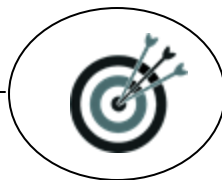
Stakeholder Analysis

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 is used to develop and monitor the success of change strategies to achieve desired outcomes

Best Practice

Perform the analysis as soon as possible in order to identify the stakeholders that would be your 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

- Better understanding of drivers behind stakeholder actions, ability to predict behaviours and ability to assess better risks and opportunities
- Targeted engagement approach for each stakeholder group (e.g. use Champions as allies to get buy-in, turn Blockers into Observers)
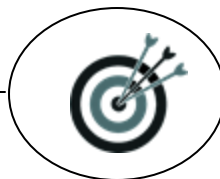
[Link to document](#)

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 can be used to help ensure that 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

Documenting the different personas and their behaviour and needs will enable you to consider different viewpoints and challenges that people in your organisation might be facing. This will ensure that the interest of all stakeholders are taken into account and will enable the development of targeted change approach for each persona.
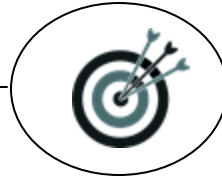
Link to document

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 update as new tasks are added to the plan. It should be regularly checked in order to ensure roles are completed.

Benefits

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

Link to document