

# Managing Change and Innovation

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## Assignment 2: Implementing the Vision

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## ASSIGNMENT

This assignment aims to increase already existing knowledge and understand of the role of a change manager through the creation of a strategy document. It will discuss the implementation of a future vision and how stakeholders, personnel, timelines and communication relate to one another.

In this assignment, it is asked that we step into the role of a change manager to formulate our own strategy and delivery mechanism for the implementation of change for a chosen place. In this assignment Footscray is the chosen place.

## SCOPE

This assignment will create a comprehensive strategy documentation outlining the following conceptual parts:

1. Outline the Vision for Managing Change
2. A Timeline of the Change Management Program
3. Personnel and Stakeholder Strategy
4. Task Organisation
5. Resource Allocation Strategy
6. Communication Strategy
7. Evaluation Strategy

## PART 1: OUTLINE THE VISION FOR MANAGING CHANGE

There has been much interest in the Footscray area over the last few years with a railway station re-development, change in demographic and new investment opportunities. Footscray has always been very diverse multicultural municipality, which is reflected in the successive waves of immigration from Italy and Yugoslavia prior to 2000, Vietnamese during the early 2000s, and now East Africa, additionally it is only 5 kms from central Melbourne and has been overlooked many times.

### Existing Conditions

Currently Footscray has become more and more popular with younger demographic. Footscray station not only is a stop for v-line, it is also only a 10-15 minute train ride to Flinders Street. Footscray also boasts a Victorian University campus. The eastern edge of Footscray meets the western bank at the Maribyrnong which has the potential to become a more engaging river front.

### Issues

Firstly Footscray has always had a stigma of being dangerous and/or a bad suburb. This usually stems from a lack of understand about other cultures who reside there, as Footscray is a melting. The following table, Table 1, indicates a basic SWOT analysis of Footscray's urban environment.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>- Waterfront in the Maribyrnong River</li> <li>- Proximity to the city</li> <li>- Large amount of transitional rail passengers</li> <li>- Existing tram line</li> <li>- Existing urban renewal projects and developments in progress</li> <li>- Existing mall in Albert street and Nicholson street</li> <li>- Victoria University Footscray campus</li> </ul>	<ul style="list-style-type: none"> <li>- Disengaged waterfront</li> <li>- Lack of major department store such as Kmart and/or Coles</li> <li>- Traffic on Barkley street usually grid locked</li> <li>- Small amount of developable land due to existing land uses</li> <li>- Lack of bars/nightlife/café culture</li> <li>- Grey and bleak street frontages</li> </ul>	<ul style="list-style-type: none"> <li>- Reintegrate waterfront with central Footscray</li> <li>- Café culture in it's infancy</li> <li>- Reworking and rethinking traffic management scheme</li> <li>- Become a more attractive suburb to professionals working in the city</li> </ul>	<ul style="list-style-type: none"> <li>- Cultural tensions</li> <li>- Introduction of coles/kmart type outlet may threaten existing farmers market.</li> <li>- Traffic issues become worse due to developments</li> <li>- over development creating a unattractive over urbanised suburb</li> </ul>

Table 1

Some major issues indicated by the SWOT Analysis above show a lack of entertainment, lack of shopping precincts and supermarkets, traffic problems (pedestrian and vehicular), a lack of urban green spaces and a disused waterfront.

### Future Vision

Based on a review from different sources including interviewing local traders, [streetadvisor.com.au](http://streetadvisor.com.au), site visits and [abs.gov.au](http://abs.gov.au), the following change directives should be implemented to reinvigorate Footscray's urban environment:

- **Directive 1: Waterfront**
  - Generate a useable waterfront precinct with various mixed use precincts and parkland spaces.
  - Use the Wyndham City Councils *Wyndham Planning Scheme*, in relation to the Werribee river redevelopments.
  - Tailor these development objectives to Footscray's Maribyrnong River.
- **Directive 2: Retail precinct**
  - Generate a shopping precinct
  - Do not detract from the already flourishing and communal Footscray markets
- **Directive 3: Entertainment precinct**
  - Generate an entertainment precinct
  - This should be similar to Brunswick Street, Sydney road, Johnston Street.

- This directive should have both a day and night focus
- **Directive 4: Pedestrian orientated city**
  - Generate a Pedestrian focus within the major centre of Footscray
  - Investigate the possibility of the creation of a Bourke street mall type promenade.
  - Take Murray Street in Perth WA as an example of how this should be implemented.
  - Activate the streetscapes within 400m from the station
- **Directive 5: Greening Footscray**
  - Generate a greener Footscray
  - Implement a urban greening strategy, specifically within the major centres

Determining critical tasks, risk management and prioritisation of change directives by experienced managers is important to ensure time and cost stay within previously established targets.

### Key Elements

The key elements for creating a better living environment is the partnership between the major parties, the local community, stakeholders, organisations, developers, employers and employees.

### Strategy for managing change

It is incredibly important that local councils listen to its community to understand the current issues facing the region. This will also stem any change which will have the support of the community.

## PART 2: A TIMELINE OF THE CHANGE MANAGEMENT PROGRAM

### Programming

Prioritising the 5 directives in terms of how critical they are to the final outcome of the project. The evaluation of each directive is in relation to the primary stakeholders. The five directives will be evaluated through the following criteria:

- Risk
  - How high is the risk of failure or likely hood that the directive will be unsuccessful?
- Quality
  - How high does the level of quality need to be for the directive to be classed as successful?
- Cost
  - How high is the estimated cost of the directive, financially and in terms of the resources used?
- Time
  - What is the level of time needed for each directive, in terms of 100 days?

The evaluation of the each directive, from low – medium – high, is illustrated in Table 2.

Directive	Risk	Quality	Cost	Time
1. Waterfront	Medium	Medium	Medium – High	High
2. Retail Precinct	Medium	High	High	Low – Medium
3. Nightlife Precinct	High	Medium	Medium	Low
4. Pedestrian City	Medium	High	Medium – High	Medium
5. Greening	Low	Low	Low	High

Table 2

### 100 Day Outline

The first 100 days of the project have been broken up into four major milestones. These include:

- Research (Table 3)
  - Creation of databases, public surveys, fact finding
- Inform stakeholders (Table 4)
  - Sponsorship, local traders survey, understanding stakeholder needs
- Strategy (Table 5)
  - Prioritising objectives, council approvals, construction scheduling
- Vision statement (Table 6)
  - Written change strategy, final stakeholder feedback, documentation drawings

#### 0-25 days

Activity	Objective	Task	Day No.
Stakeholder list	Establish a list of stake holders	Priorities each stakeholder by define the amount of influence (financial or otherwise) they have in each project directive.	Ongoing
Survey/ Market Research	Fact finding about public opinion about each directive	Use public surveys to ask the local population how, what, where and why any change should occur within or around their neighbourhood.	0-14
Idea competitions	Generate public interest in the possible changes that may occur	Establish a competition that rewards the best and most creative ideas with the possibility of it being added to the vision statement and implemented by the management team.	0-21

Table 3

#### 25-50 days

Activity	Objective	Task	Day No.
Investment	Obtain sponsorships and interested parties	Attract interest from financial backers and other sponsors through the creation of an investment presentation that is presented to each possible sponsor or interested party.	25-40
Meetings with traders	Understand, inform and set up communications	Communicate with local traders about what they would like to see in Footscray and explain how they can contribute to the final out come.	25-ongoing
Understanding stakeholder needs	Combine stakeholder needs into feasible objectives	Revise the survey data and amalgamate it into a form that can be adapted to the existing vision to best suit all parties involved.	40-50

Table 4

## 50-75 days

Activity	Objective	Task	Day No.
Setting and re-prioritising objectives	Program tasks to form a feasible successful project	Prioritise each objective in terms of their feasibility. Allow appropriate lead times and create a well informed time and cost budget.	50-60
Meetings with council	Inform and gain approval	Obtain planning and other relevant permits to prevent any issues during the construction phase.	60-65
Construction programming	Initiate a smooth flowing construction phase	Plan the construction phase of the project so that it can be implemented with minor issues and can be delivered on time and under budget.	65-75

Table 5

## 75-100 days

Activity	Objective	Task	Day No.
Written change strategy	Create a presentable change strategy document	After the completion of the final vision change strategy, this document will submitted to council, trader and public scrutiny.	75-80
Final stakeholder feedback	Obtain the final feedback from all parties	Take the feedback given by the stakeholders and attempt to implement any suggested changes as best as possible.	80-90
Documentation drawings	Obtain final documentation drawings	Tender the contracts for the entirety of the project with the utmost importance placed on the successful outcome of the project.	90-100

Table 6

## PART 3: PERSONNEL AND STAKEHOLDER STRATEGY

### Stakeholders

Stakeholders are important to managing the implementation for any change. They help decide on issues from the conceptual, planning and the execution stages of the project. Therefore, stakeholders should understand how the project functions, including the project scope, milestones and goals.

The five most significant types of stakeholders are defined in Table 7:

Consumers	Governmental bodies	Sponsors	Social Groups	Partner
Any customers, individual or organization	Any city, community, or other geographic governing group	Sponsors, Creditors, Beneficiaries	Unions, Aboriginal heritage, cultural institutions	Suppliers of materials or other resources, project manager, functional management, project team, employees

Table 7

Table 8 below illustrates the various stakeholders and their classification. This visually illustrates a breakdown of significant stakeholders and which directive is of the most interest to them.

Stakeholders	Directive	Consumers	Governmental Bodies	Social Groups	Sponsors	Partners
Aboriginal Heritage Office	1, 2, 5			X	X	
Community Organisations	1, 3, 5	X		X		
Cultural Institutions	1, 3, 4, 5			X		
Community Organisations	2, 4, 5			X		
Chambers of Commerce	2, 3	X			X	X
Developers	1, 2, 3	X				
Department of Human services	2, 3, 4, 5		X			X
Department of Aging, Disability & Homecare	1, 2, 4, 5		X			X
Department of Health	2, 3, 4, 5		X			X
Department of infrastructure and transport	3, 4		X			X
Department Culture, Sports & Recreation	1, 3, 4, 5		X			X
Heritage Victoria	1, 5		X		X	
Local Traders association	1, 2, 3	X			X	X
Liquor Accord	2, 3, 4, 5		X			X
Maribyrnong City council	1, 3, 4, 5		X			X
Melbourne City Council	1, 3, 5		X			X
Melbourne City Planning office	1, 2, 5		X			X
Melbourne Bus link	2, 3	X				
Metro Trains	1, 4					X
Neighbouring Councils	1, 2	X		X		
Parks Victoria	1, 4		X			X
Public Transport Victoria	2, 4					X
Residents	1, 2, 5	X		X		
Schools	2, 4, 5	X				
Tourism Victoria	1, 2, 4, 5		X		X	X
Victoria University	2, 3, 4, 5	X				
V-line Regional rail link	1, 2, 4					X
Victoria Police	1, 2, 3, 4					X
Volunteers	2, 3	X				
Yarra Trams	1, 3, 4					X

Table 8

## Collaboration

Collaboration with stakeholders through ongoing engagement, commitment and involvement is important to the overall outcome of the project directives. The change agent in this case acts as a buffer and liaisons between stakeholders to optimise the outcomes for each directive.

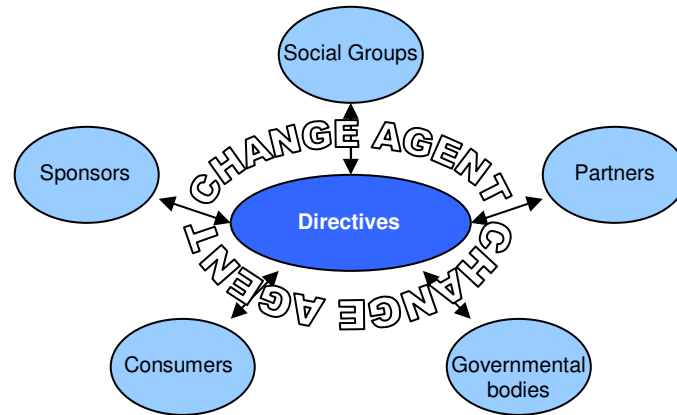


Figure 1

Figure 1, Demonstrates the ongoing relationship between the change agent and stakeholders through the management of financial, social and environmental resources available for each directive.



## PART 4: TASK ORGANISATION

### Task Outline

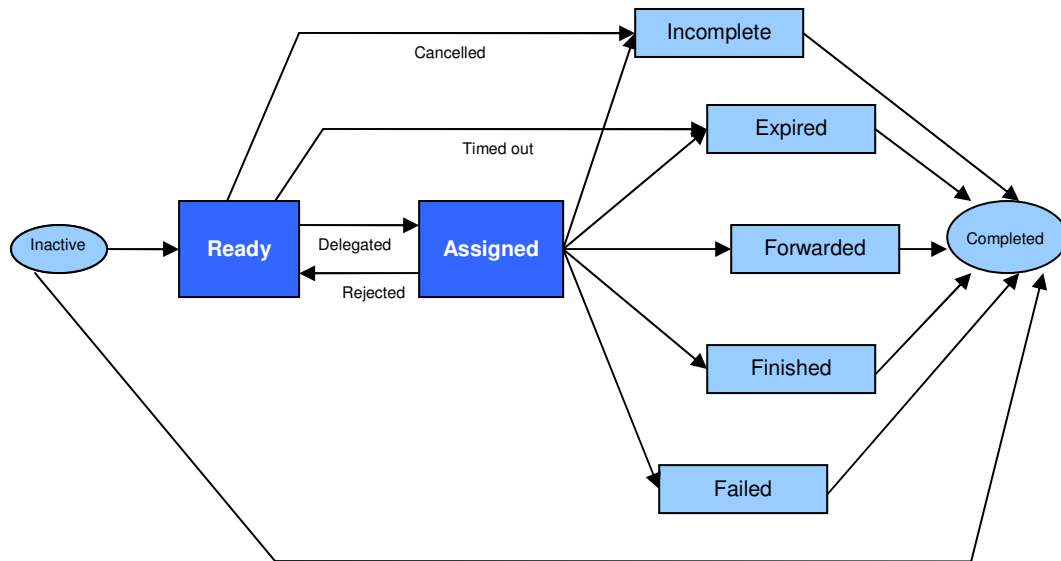


Figure 2

Figure 2 illustrates how each of the tasks in the 100 day outline will be achieved. It shows how inactive tasks are then made ready, delegated to the appropriate team and finally completed.

### Critical Tasks

Table 9 from Part 2 also seeks to identify the most critical tasks associated with this project. The higher the directive's risk, the more critical the tasks associated with it are.

Directive	Risk	Quality	Cost	Time
1. Waterfront	Medium	Medium	Medium – High	High
2. Retail Precinct	Medium	High	High	Low – Medium
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Table 9

**PART 5: RESOURCE ALLOCATION STRATEGY**

	Vision Development	Long Range plan	Operational planning
<b>Corporate Strategy</b>	Guiding principles, scope <ul style="list-style-type: none"> <li>- Core values &amp; purpose</li> <li>- Vision</li> <li>- Mission</li> <li>- BHAG</li> </ul>	Portfolio manager, Coach & Financial manager <ul style="list-style-type: none"> <li>- Governance &amp; process management</li> <li>- Portfolio management</li> <li>- Corporate strategy</li> </ul>	Budget process leader <ul style="list-style-type: none"> <li>- Capital allocation</li> <li>- Investor guidance</li> <li>- Standardisation</li> <li>- Financial negotiations</li> </ul>
<b>Business Unit Strategy</b>	Redefine business for growth <ul style="list-style-type: none"> <li>- Category vision</li> <li>- Positioning strategy</li> <li>- BHAG</li> </ul>	Multi-year plan development <ul style="list-style-type: none"> <li>- Business review</li> <li>- Strategic focus</li> <li>- Business strategy</li> <li>- Growth targets</li> <li>- Key incentives</li> <li>- Capital requirements</li> </ul>	Annual Operating Budget <ul style="list-style-type: none"> <li>- Periodic financial review</li> <li>- Product class forecast</li> <li>- Resource needs</li> <li>- Budgets</li> </ul>

Table 10

**Key Stakeholder Engagement**

The most key method to engaging the key stakeholders in this project is to initiate effective and strong sponsorship through:

- Show stakeholders active and visible support, both privately and professionally
- Ensure that the change remains a priority
- Demonstrate commitment as a role model for change
- Provide justification at every opportunity for why the change should occur
- Communicate a clear understanding of the tasks and objectives associated with the project

## PART 6: COMMUNICATION STRATEGY

### Stakeholder Communication

Communication plays a vital part in the success any project. Its main goal is to ensure that all parties, including stakeholders are fully informed at every stage of the project.

Figure 3, Illustrates the differing methods of communication that can be used to effectively produce successful outcomes.

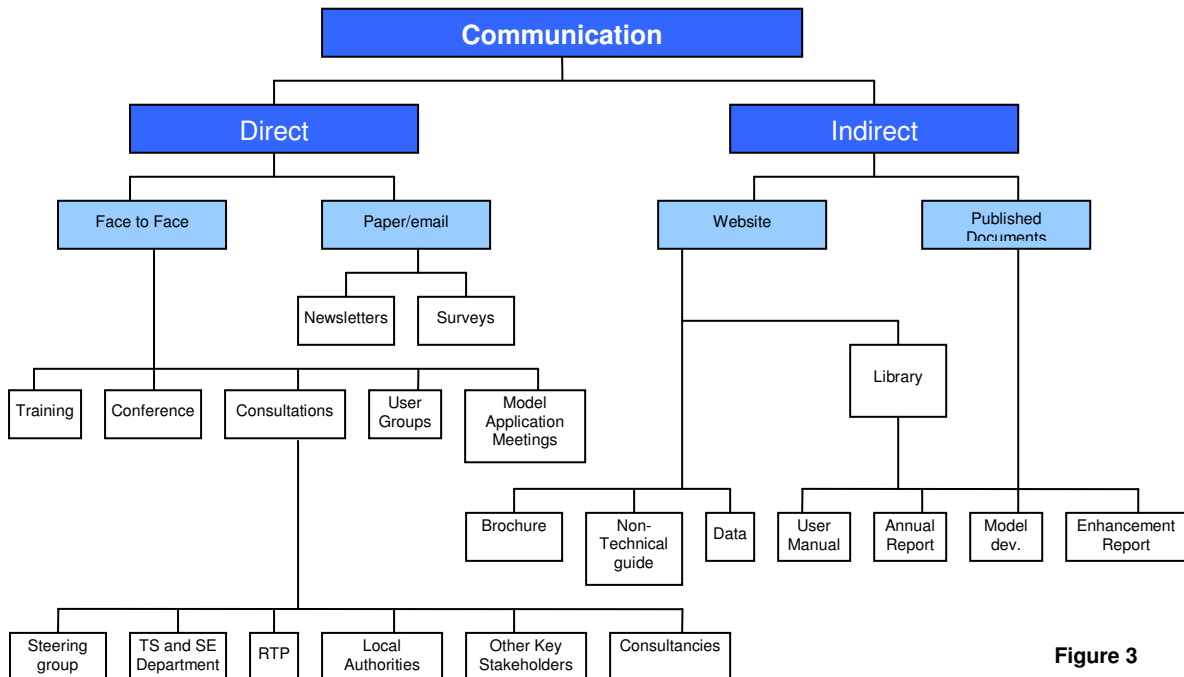


Figure 3

## PART 7: EVALUATION STRATEGY

### Measuring Success

Generally the success of any project hinges upon the following factors:

- Effective public and trader interest
  - The Project needs to be highly valued by the general public and attract large amounts of interest from the local traders.
- Feasible and generous investment
  - Financial investment is key to defining the budget which then defines the amount applied to each directive.
- Highly qualified management team
  - The management team needs to be experienced and able to solve any foreseeable problem, challenge or obstacle.
- Continuous and prioritised stakeholder communications
  - It is incredibly important to keep the stakeholders informed with major developments in the project
- A well planned management strategy
  - The management strategy needs to be feasible and have been vigorously critiqued.

For this project the above factors play a key role in its success however an initial feasibility study will have also been conducted to ensure that the project is successful. This feasibility study will have covered the technical, market and commercial viability of the project.

After the completion of each project directive, measuring their success is left to public forums that will be set up in addition to procedures that are put in place to allow the general public to contact the change manager or their local councillors.

Figure 4 illustrates visually how the vision is broken down into the various directives, which are then subjected to public and local trader scrutiny.

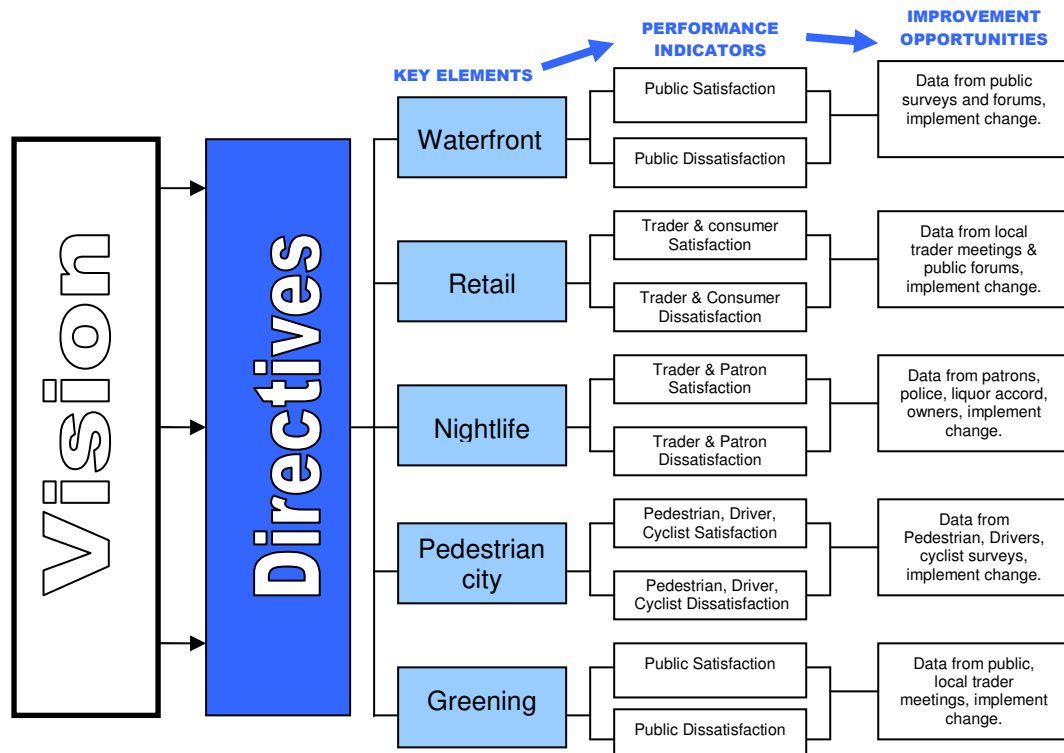


Figure 4

## ACKNOWLEDGEMENTS

The Directorate of Management Services

[www.valengroup.com](http://www.valengroup.com)

<http://www.brighthubpm.com/project-planning/93262-stakeholders-in-project-management/#>

<http://www.projectmanagementdocs.com/blog/what-is-a-stakeholder.html>

<http://www.change-management.com/tutorial-success-factors.htm> USE AGAIN!!!

[http://planningschemes.dpcd.vic.gov.au/wyndham/ordinance/21\\_mss04\\_wynd.pdf](http://planningschemes.dpcd.vic.gov.au/wyndham/ordinance/21_mss04_wynd.pdf)

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<http://www.business.tas.gov.au/starting-a-business/tools-and-checklists/fact-sheet-how-to-conduct-a-feasibility-study>, particularly Pages 43-46

[www.transportscotland.gov.uk](http://www.transportscotland.gov.uk)

SRM781 Managing Change and Innovation iLectures 2011:

- Sully Lecture
- McCuskey Lecture
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- Narayan Lecture
- Weber Lecture
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