

<b>Transport for London</b>	
<b>Nature of the Engagement</b>	Our brief was to implement new legislation (Traffic Management Act 2004) and reduce congestion on London’s roads. This necessitated engagement with all of London’s 32 boroughs and the major utility companies and their sub-contractors on behalf of TFL. In many cases, no prior working relationship existed.
<b>Key Stakeholders &amp; their challenges</b>	<p>There were a large number of stakeholders in this project, increasing the complexity considerably. These were:</p> <ul style="list-style-type: none"> <li>• TFL</li> <li>• The 32 London boroughs; Office of the Mayor of London</li> <li>• Thames Water; Three Valleys Water</li> <li>• National Grid; Transco</li> <li>• EDF Energy; United Utilities</li> <li>• BT; NTL</li> <li>• Many and multiple building contractors</li> </ul> <p>To engage with and understand the different challenges involved, a working party was set up, comprising members from each of the stakeholder organisations. This had the specific remit of creating a new way of working, cooperating and collaborating, so that work affecting the streets of London could be carried out with minimum disruption and impact to the public. The collaborative approach represented a total paradigm shift from previous ways of working which were largely driven by regulation and legislation.</p>
<b>Approach &amp; Methodology</b>	<p>The cross-industry working party described above convened every fortnight, facilitated by MCW. Using Appreciate Inquiry (AI) techniques, MCW directed the sessions to focus on commonality (not difference) and benefits (not problems) to agree a way forward. A GIS planning tool was developed for use by all parties and a guide was produced to be incorporated into statement of requirement for software changes. Finally a short DVD film was created in order to inform and gain commitment from wider industry and local politicians.</p>
<b>Team deployed and skills required</b>	<p>1 account director and 2 associate consultants worked on this project, utilising the following skills:</p> <ul style="list-style-type: none"> <li>• Stakeholder Management - Significant number of one on one stakeholder meetings keeping various interest groups aligned.</li> <li>• Appreciative Inquiry</li> <li>• Group facilitation Running regular working party workshops, once a fortnight for a year,</li> <li>• Re-designing business process</li> </ul>
<b>Impact</b>	<p>This project changed the way that different companies working on the same territory delivered their services. From a position of only doing things driven by legislation and existing in constant conflict, the stakeholders realised a cultural shift where all shared the long-term capital plans.</p> <p>New ways of working were agreed that used new-technology enablers. These were piloted to such success that secondary legislation around the Traffic Management Act (TMA2004) was written and enacted as code of practice.</p> <p>The ultimate outcome was that London’s streets were dug up less frequently, easing road congestion and disruption to the public.</p>