# Why is street innovation so hard?

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# SYSTEM
# CHANGE
# AHEAD
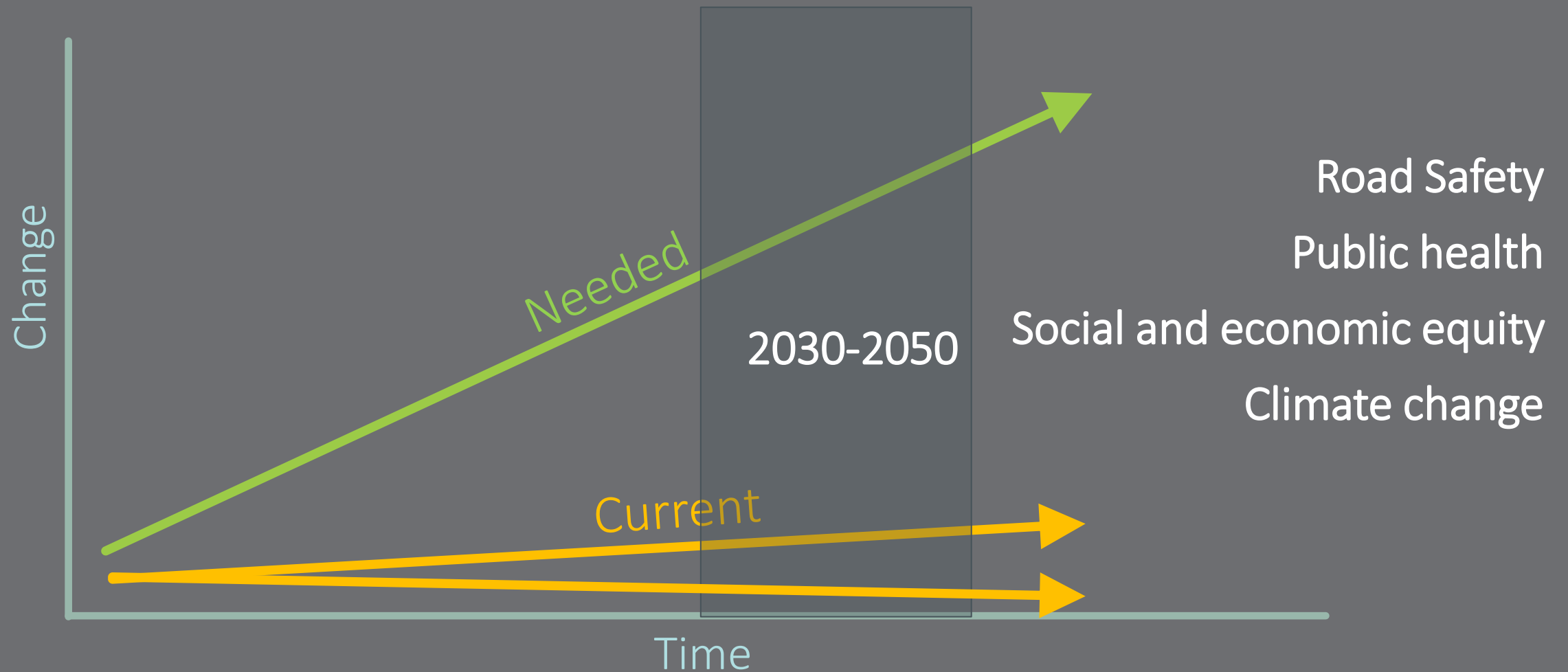
# Sociotechnical systems and niche Innovations



Socio-technical landscape

Socio-technical regime

Dynamic but stable regime with interlinked processes on different dimensions

Niche innovations

Landscape developments put pressure on existing regime, opening windows of opportunity for innovation

New configurations break through as opportunities arise creating adjustments in socio-technical regime

New regime influences landscape

External influences on niches

Elements become aligned and stabilise in a dominant design Internal momentum increases

Small networks of actors support novelty/innovation
Learning processes on multiple dimensions
Elements become linked

Adapted from (Geels, 2011) by Field 2018

Time

# Project Goal

Taking a STS view, how are niche 'Safe and Healthy Streets' projects impeded or facilitated?

What will help make innovative street projects better, larger, faster?

# Five 'Healthy Streets' case studies

**Externally driven**

Te Ara Mua Future Streets
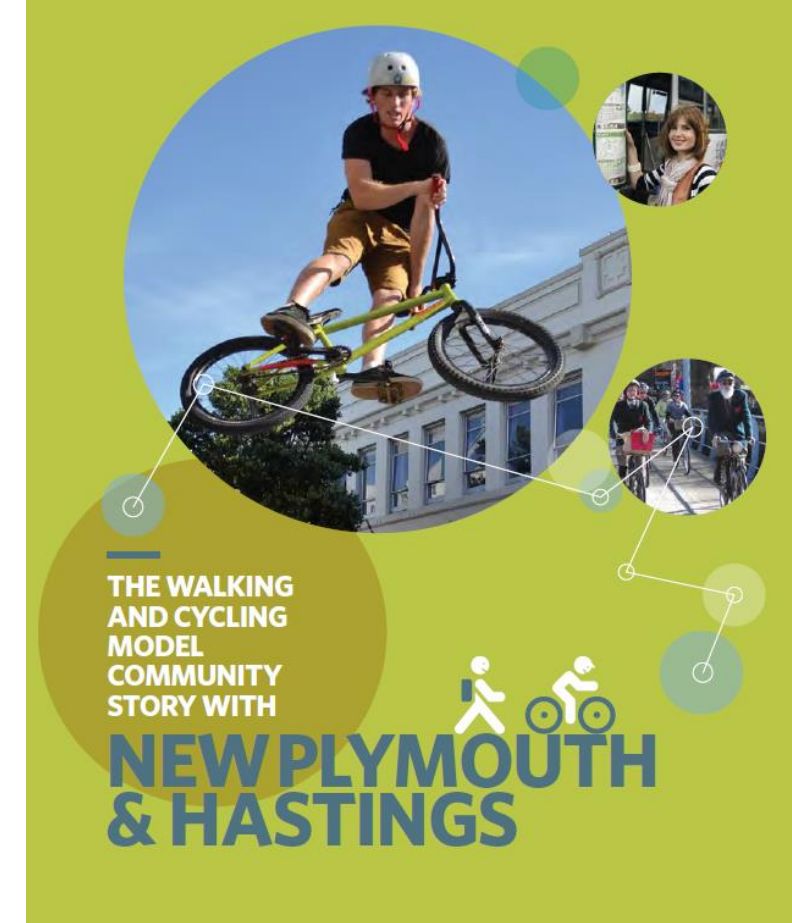Safe and Healthy Streets Sth Auck*
Aranui Connections (Christchurch)

**Govt driven**

Model Communities Programme
Urban Cycleways Programme

# Method

Success in delivery of each niche project/programme

Thematic analysis of project documents

Comparison between niche types

Influence of each niche on regime/landscape

Socio-technical 'check-list' for innovative projects



THE WALKING
AND CYCLING
MODEL
COMMUNITY
STORY WITH
NEW PLYMOUTH
& HASTINGS

# Results

| | Externally driven | | | Govt driven | |
|---|---|---|---|---|---|
| | Future Streets | Safe and Healthy Streets Sth Auckland | Aranui Connections | Model Communities | Urban Cycleways Programme |
| Social environment | Supportive | Supportive | Supportive | Mixed | Mixed |
| Leadership | Isolated champions | Isolated champions | Low | Strong | Strong national |
| Funding | Slow | Failed | Failed | In place but enough? | In place but cumbersome |
| Policies and procedures | Tactical not permitted | No RLTP line item | No RLTP line item | Innovative Programme approach | Put through the 'Complicator' |
| Organisational ways or working | At odds with goals | No 'home' for project | Focus on injuries only | Risk averse Councils | Mixed appetite from Councils |
| Community/delivery tension | Slow, goodwill eroded | Engagement mis-match | No wider plan for area | Little time for planning | Some high profile resistance |

# The funding cycle of doom!
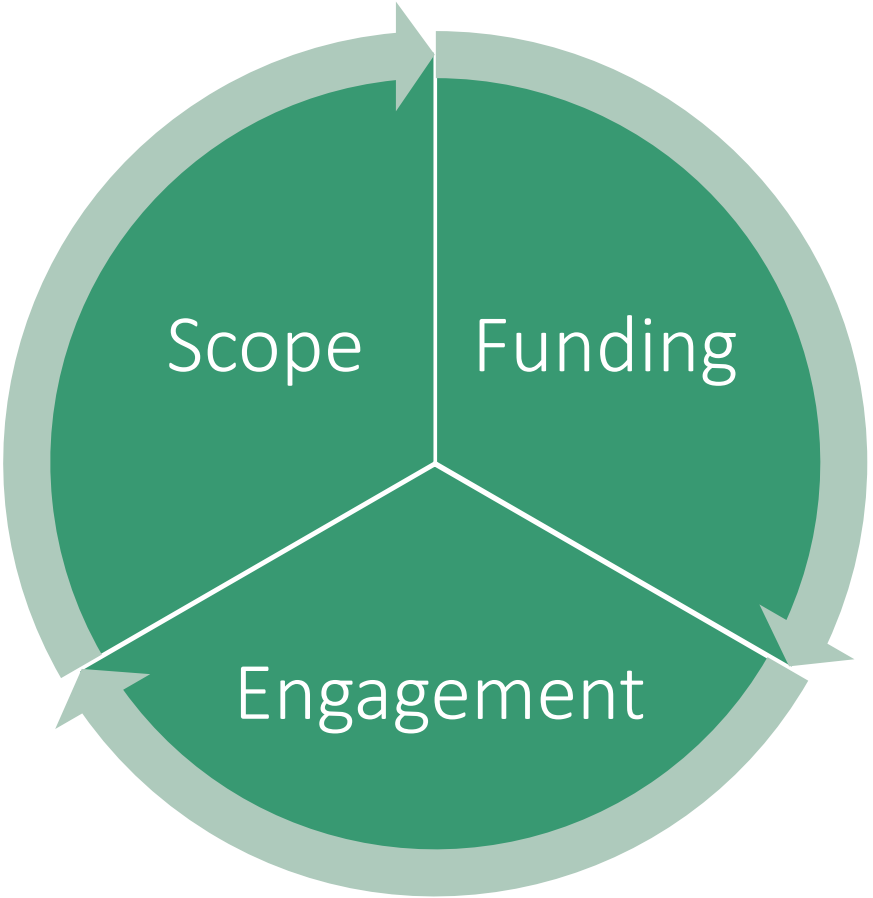
# Comparing project types

| Govt driven project | | Externally driven projects |
|---|:---:|---|
| Take longer to develop | ⬄ | Seem to just turn up |
| Better funding mechanisms | ⬄ | Struggle for funding |
| Strongly supported by Regime | ⬄ | Sometimes no place in Regime |
| Effective delivery difficult | ⬄ | Effective delivery difficult |
| Strategy driven | ⬄ | Wider ranging ideas |
| Less open to questioning | ⬄ | More openly evaluated |

# A checklist for innovation or BAU?

|  | Likely Success | Looking risky |
|---|---|---|
| FUNDING/HOME | Has a 'line item' in RLTP and local programmes | No 'line item in RLTP/local programmes |
| LEADERSHIP AT ALL LEVELS | Elected member, Exec, gate keepers, delivery, Community | Missing Leaders |
| PROJECT 'COMMUNITY' | Trusted players, mostly from within | Externally driven |
| POLICIES AND PROCEDURES | Avoids Regulatory hurdles | Involves deviations from Rules |
| PROJECT LOGIC AND POSITIONING | Delivers on Govt programmes , pathway from action to outcomes and impact | Not part of existing Govt programme, logic doesn't line up with Govt expectations |
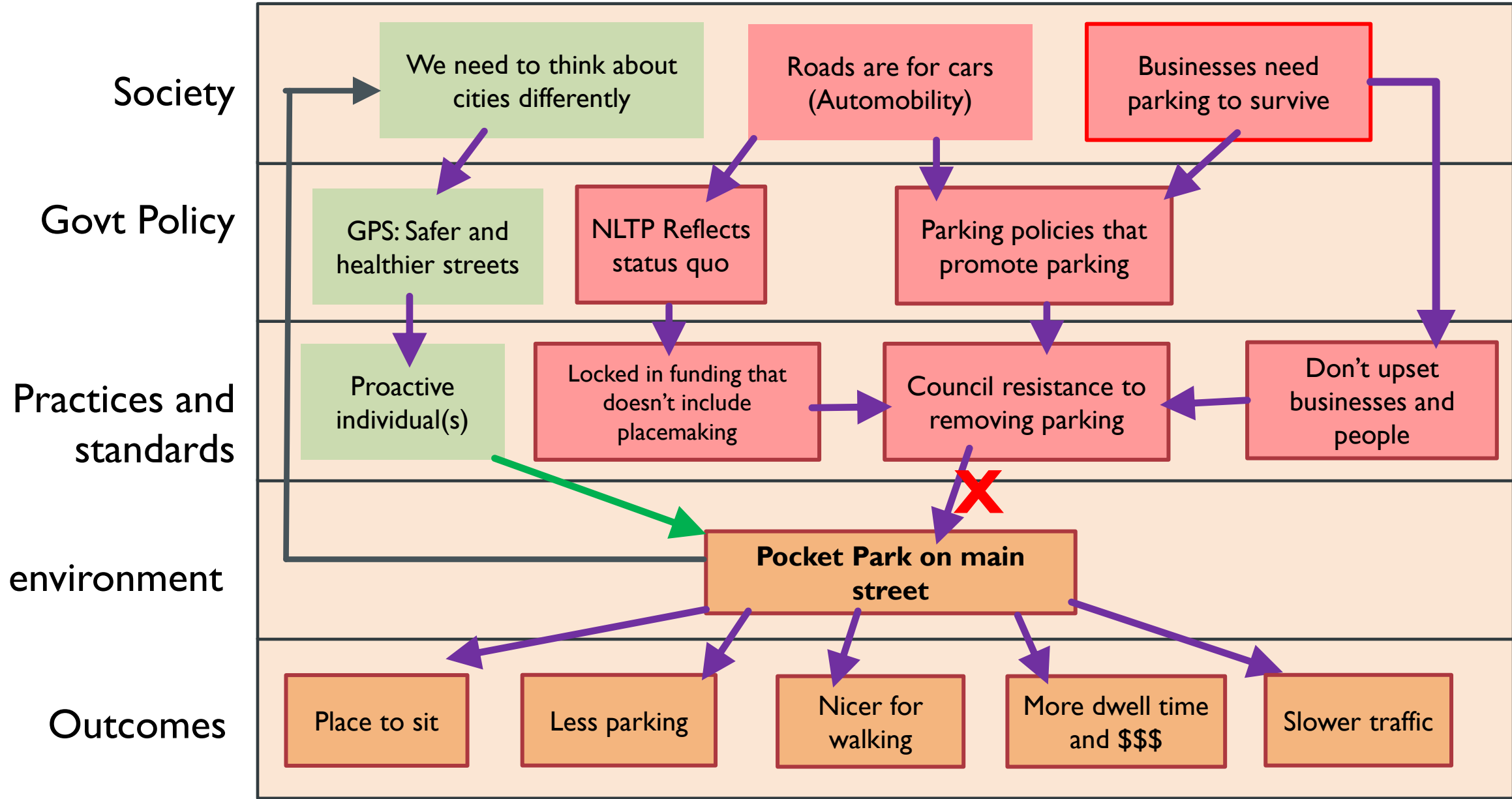
*BUT WHAT DO WE REALLY NEED?*

A PLACEHOLDER FOR STRATEGICALLY DRIVEN PROJECTS THAT DON'T FIT THE MOULD
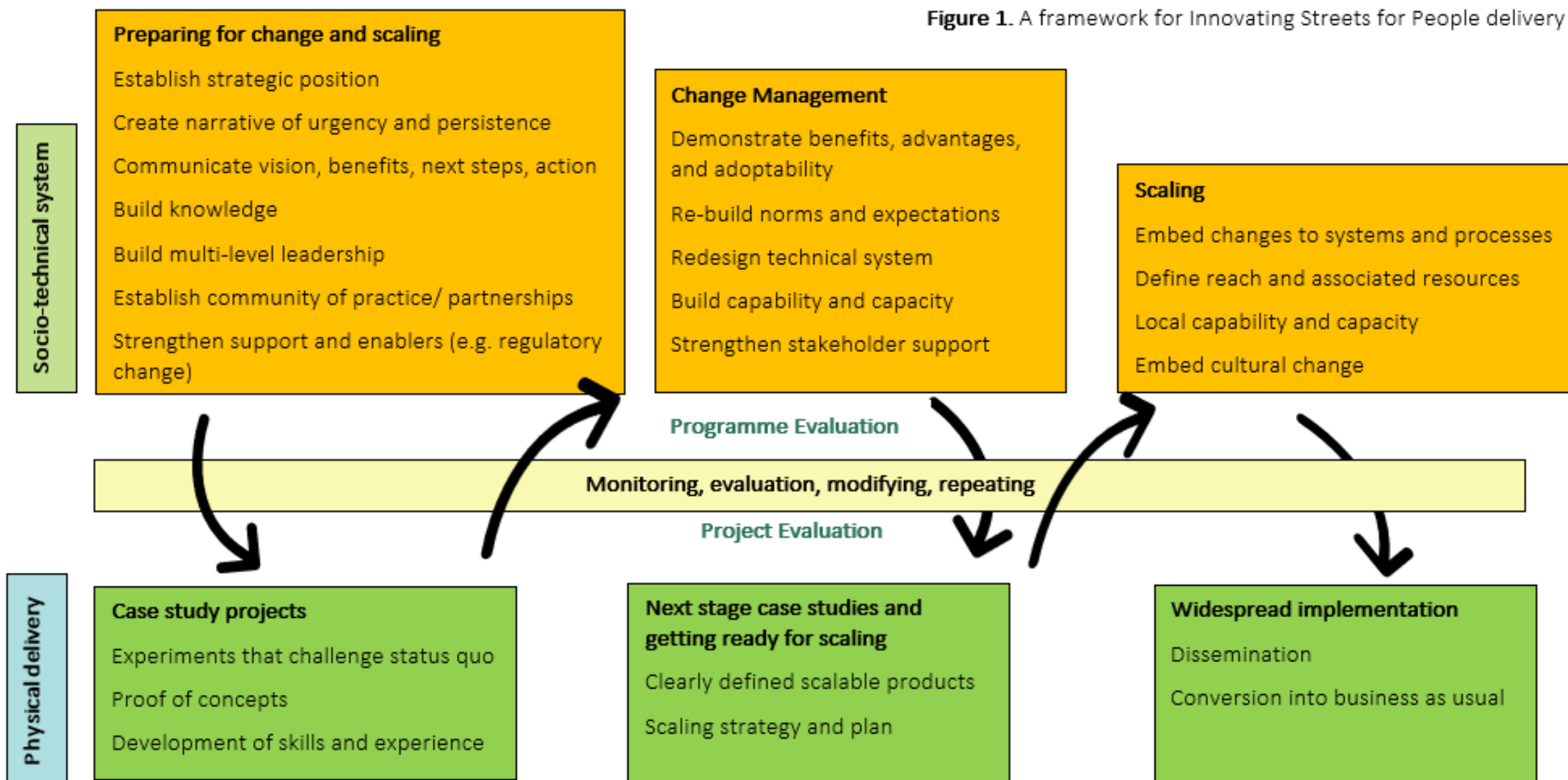
# MAKING NICHES AND CHANGE HAPPEN

1. See niches as **risk management** NOT risky

2. Built-in innovation, 'niches as normal', Joined up R&D,

***INNOVATION FUND – 2% Transport Spend = $100m per year***

3. Mechanisms to scale up and lever off niches

# SCALING UP



Figure 1. A framework for Innovating Streets for People delivery

**Socio-technical system**

**Preparing for change and scaling**

Establish strategic position

Create narrative of urgency and persistence

Communicate vision, benefits, next steps, action

Build knowledge

Build multi-level leadership

Establish community of practice/ partnerships

Strengthen support and enablers (e.g. regulatory change)

**Change Management**

Demonstrate benefits, advantages, and adoptability

Re-build norms and expectations

Redesign technical system

Build capability and capacity

Strengthen stakeholder support

**Scaling**

Embed changes to systems and processes

Define reach and associated resources

Local capability and capacity

Embed cultural change

**Programme Evaluation**

**Monitoring, evaluation, modifying, repeating**

**Project Evaluation**

**Physical delivery**

**Case study projects**

Experiments that challenge status quo

Proof of concepts

Development of skills and experience

**Next stage case studies and getting ready for scaling**

Clearly defined scalable products

Scaling strategy and plan

**Widespread implementation**

Dissemination

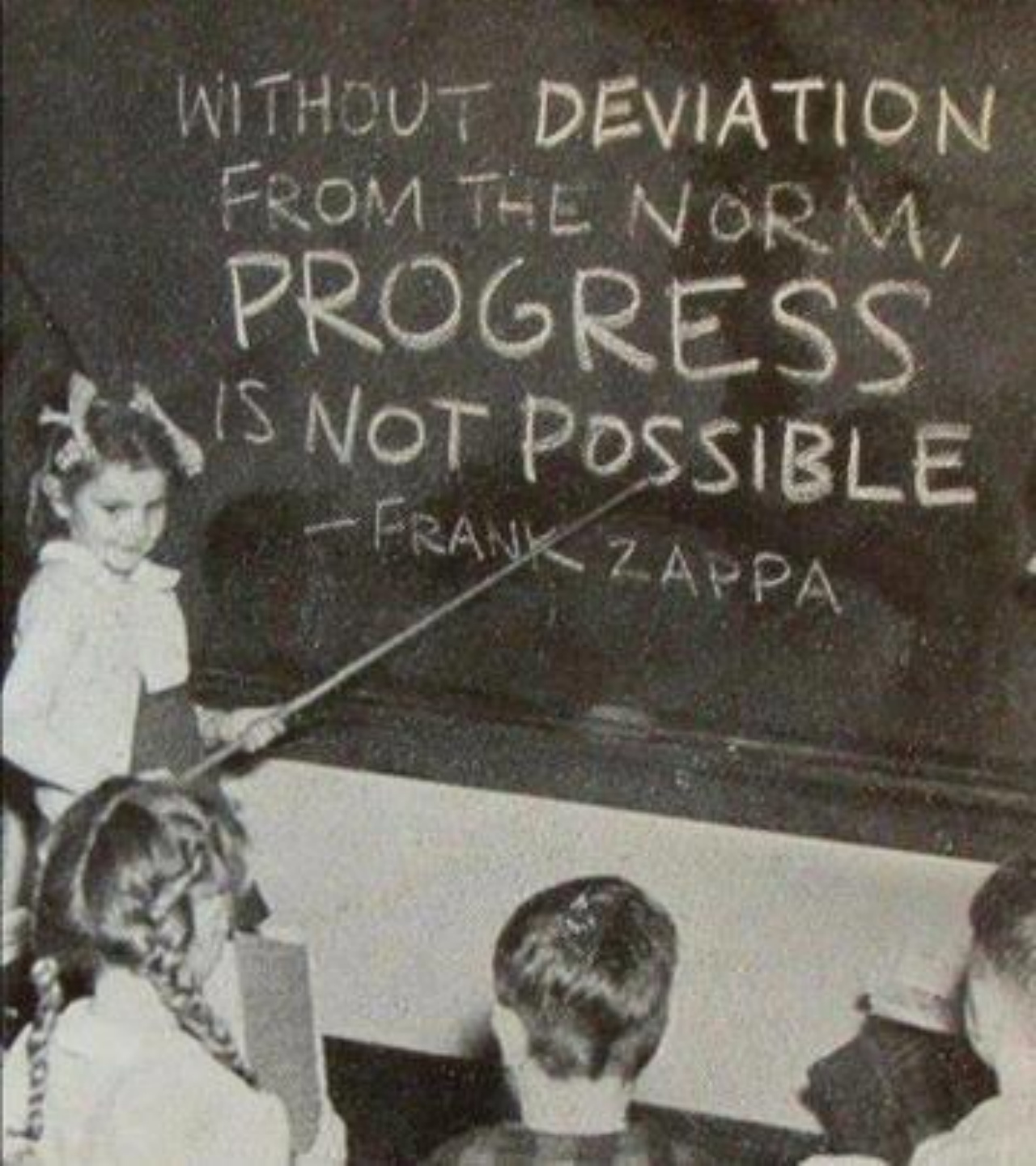Conversion into business as usual

# Summary

Niche 'Safe and Healthy Streets' projects are difficult

A range of 'system-barriers' ensure BAU remains

A recipe for more successful projects emerges

What is needed to scale up?

WITHOUT DEVIATION FROM THE NORM, PROGRESS IS NOT POSSIBLE
— FRANK ZAPPA

THANK YOU!