

appendix 19 – Change Management Plan

Cairns Entertainment Precinct

Change Management Strategy



Version Control

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1.0 Background

The Cairns Entertainment Precinct (CEP) project offers a one in 50 year opportunity to shape the public face of the commercial and cultural heart of Far North Queensland. Cairns Regional Council recognises that Cairns, as a major regional centre, plays a critical role in the development and operation of not only far North Queensland, but provides a portal and a vital connection to the Pacific Rim.

The CEP project, located on a 1.5 ha site fronting Wharf Street, Cairns, will provide opportunities and facilities for the performing and visual arts industries, and the regions families and communities, that have not been previously available.

The proposed development will include a performing arts centre, public plaza, complementary retail/commercial space and car parking. The Project also includes the opportunity to achieve the adaptive re-use of a heritage listed, derelict building known as White's Shed. A major regional museum is also proposed for the site. The White's Shed and Museum design will be included in this Change Management Strategy, however the construction of these areas may be staged, as this will be dependent on funding and procuring an operator.

CRC's vision for the CEP is that the development should be:

- A performing arts centre and museum for the whole of Northern Queensland and for the Pacific Rim.
- Sensitive to the unique requirements of Indigenous and multi-cultural artists and audiences.
- Technologically advanced – ability to connect to remote communities via the NBN.
- A living cultural space – accessible to local artists and groups.
- A hub that reflects Cairns' unique cultural diversity.
- A place for teaching, storytelling, learning and cultural educational.
- A place that positions Cairns as a respected centre for the creative arts.
- A driver for attracting additional tourists to Cairns, generating additional tourist nights and additional spend per visitor to Cairns.

This project is to be jointly funded by Cairns Regional Council, the Commonwealth and QLD Government.

The current estimated total capital cost of the entire project is \$240m (GST exclusive), however staging options are being explored where stage 1 would be in the order of \$150m.

Project funding is subject to the successful lodgement of a Business Case (BC) under Queensland Government's Project Assurance Framework (PAF).

1.1. Project Assurance Framework

During Stage 1 of the PAF (Strategic Assessment of Service Requirement (SASR)), a clear need for the facilities was demonstrated, including the requirement for a major performing arts centre which is not met by the current Cairns Civic Theatre

The overarching needs, established in a series of community workshops, include:

- ↳ *Promotion and Enhancement of Cultural Vitality* – improvement of cultural Infrastructure to the city of Cairns and the region of Far North Queensland (FNQ) that identifies and defines the community’s cultural diversity.
- ↳ *A Community Meeting Place* – a place for the Cairns community to meet, to share ideas, converse and to be entertained and educated.
- ↳ *Performing Arts Infrastructure* – that meets the needs of
 - A growing population,
 - Provision for fifty years growth,
 - Members of the community with a disability,
 - Touring performing groups that have a need for larger venues with appropriate Back of House (BOH),
 - Performances that require modern acoustics,
 - Space for rehearsals,
 - Flexible stage arrangements,
 - Orchestra pit(s) commensurate in size for larger performances,
 - Industry standard ancillary facilities, and
 - Whole of school performances and events.
- ↳ *Museum* – there is a need to present programs, and exhibits and collections, both permanent and temporary, which are representative of the cultural heritage and diversity of FNQ, to the local community and visitors in one recognised and identifiable community ‘owned’ location. There is currently only one full-time paid employee for all museums in Far North Queensland.
- ↳ *Business Community* – there is a need to support the local business community by promoting employment opportunities.
- ↳ *Tourism* – there is a need to enhance the diversity of offering to international and domestic tourists in order to maintain and potentially grow the tourism industry in FNQ.
- ↳ *Catalyst* – there is a need to provide Cairns with a catalyst to stimulate growth and economic prosperity, consistent with the current CBD Masterplan.

2.0 Overview

This Change Management Strategy (CMS) will provide an overarching framework to manage the changes arising from the CEP which will cause CRC to proactively develop strategies and action plans to manage the impact of that change.

This CMS is a “living document” which will undergo regular review and updating throughout the project. The CMS is aligned with:

- Communication and Consultation Strategy
- CRC recruitment and HR policies
- Procurement Strategy

2.1. Communication and Consultation Strategy

A Communication and Consultation strategy has been prepared and is appended to this document. A summary of the key elements is provided below:

- Key relevant research findings
- Overarching communications goals
- Specific communications strategy
- Measuring the outcomes
- Issues management

The Communication and Consultation Strategy will assist CRC to promote the benefits of the CEP to a broad range of stakeholders and interested parties. This strategy will also assist in achieving the goals of the CEP, while managing the expectation of stakeholders.

This project will deliver significant changes which will need to be communicated to the stakeholders, including:

- The CEP will provide significant economic stimulus to the Cairns region
- The CEP will allow locals to practice and perform in venues that have not previously existed in Cairns
- The CEP will allow young people to participate in or view artistic and cultural performances in their own community

2.2. Workforce Recruitment, Retention and Education Strategy

There will be considerable recruitment, retention and ongoing educational requirements for the CEP Workforce. A multi-faceted workforce recruitment, retention and education strategy will be developed for the project.

3.0 Stakeholder Impact

The CMS will identify and develop specific strategies to address the impact on the following stakeholder groups:

- ↳ Council employees and Councillors
- ↳ Cairns Civic Theatre management team
- ↳ Local business
- ↳ Tourism groups
- ↳ Ports North
- ↳ Contractors
- ↳ Civic Theatre current user groups
- ↳ Future user groups
- ↳ Queensland Museum
- ↳ Consultants

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4.0 Aims and Goals

The aim of the CMS is to achieve a shared understanding of the changes to the provision of cultural activities, facility capacity and location, operational and business practices delivered through the CEP.

This will be achieved through:

- Clearly identifying, prioritising, articulating and implementing the changes in cultural opportunities arising from the project
- Communicating effectively with stakeholders, staff, consumers, local community and other identified interested parties
- Clearly defined and rigorous Governance structures to oversight the change processes required before, during and after project completion
- Monitoring the impact of changes
- Allocation of appropriate and adequate resources to manage the change processes

In summary, the project will utilise an endorsed change management methodology to deliver the project objectives.

5.0 Change Management Framework

In alignment with the development of the CEP, the following methodology will be utilised to identify, assess and prioritise changes associated with the project, and to develop strategies to support the change process.

5.1 Identify and categorise changes

Changes will be identified and categorised as having an impact related to:

- Service delivery
- CEP design – functional relationships, venue locations
- Business or Operational Issues – scope, responsibilities, budgets, opportunities
- Workforce – change of role or location

5.2. Classifying Changes

Classification of change is based on the Scott and Jeff (1995) model. Changes within the model are classified as follows:

- Given – or non-negotiable; requiring a communication and implementation strategy to ensure why these changes need to or have occurred
- Controllable – where the implications are not yet fully understood; requiring a consultation strategy with key stakeholders
- Unknown – where some components are fully described; requiring a robust appraisal of various options
- Negotiable – where discussion and consultation is required; requiring mobilisation of key stakeholders and identification of sufficient resources to resolve

5.3. Ranking the Impact of Changes

The identified changes will be ranked using the following modified Severity Assessment Coding (SAC) tool. A complex change has many aspects, is likely to be radical and will generally take more time to plan and implement. A simple change has one or two aspects, may be incremental and will generally take less time to plan and implement.

Likelihood	Consequences				
	Complex change impacting on many people	Complex change impacting on a limited number of people	Moderately complex change impacting on many people	Moderately complex change impacting on a limited number of people	Non-complex (simple) change
Definite	1	1	2	3	3
Highly Likely	1	1	2	3	4
Likely	1	2	2	3	4
Possible	1	2	3	4	4
Unlikely	2	3	3	4	4

Table 5: Modified SAC tool for ranking the impact of change

5.4. Implementation Timeframes

Timeframes will be aligned with key project milestones for the CEP project.

5.5. Allocation of Responsibility

For each identified change, a nominated change champion will be allocated who will have responsibility for managing the implementation of the change process, and updating the CMS.

5.6. Management of the Change Process

Each identified change will have a management strategy and will be documented in the CMS.

5.7. Implementation Plan

All the required information gathered during the identification, classification, and implementation of each change will be documented in the CMS's implementation plan.

6.0 Key Issues Summary

The key change management issues will be summarised and developed during the finalisation of the Business Case under the PAF.

These changes will be managed with a comprehensive range of strategies, to be integrated with the development strategies, including:

- Ongoing communication with user groups, community, council staff and councillors, Ports North and visitors
- Ensuring adequate way-finding signage is provided on-site and throughout the CBD, so visitors after project completion are aware of the precinct and the cultural opportunities available
- Updating operational policies for use during and after construction

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7.0 Implementation of the Strategy

Implementation of the CMS will be supported by a communication and consultation strategy that will be developed during the course of the Business Case preparation.

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