

# appendix 16 – Change Management Plan

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# Cairns Entertainment Precinct

## Change Management Strategy



### Version Control

Version	Date	Reason for issue	Comment	Issued By
1	18/08/2011	Preliminary version		Adam Thomas
2	7/10/11	Final Version		Adam Thomas

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# 1.0 Background

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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. The White's Shed design is included in this Change Management Strategy.

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

- A performing arts centre 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 preferred Option 6 Stage 1 is in the order of \$150m inclusive of GST.

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

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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.
- *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

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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 Stakeholder Management Plan
- ↳ CRC recruitment and HR policies
- ↳ Procurement Strategy

### 2.1. Communication and Stakeholder Management Plan

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A Communication and Stakeholder Management Plan and a specific Community Engagement Strategy has been prepared and are appended to this document. A summary of the key elements is provided below:

- ↳ Key relevant research findings
- ↳ Guideline (Best Practice) Principles
- ↳ Overarching communications goals
- ↳ Stakeholder Identification, issues and interests
- ↳ Communication and consultation strategy
- ↳ Control and Procedures
- ↳ Monitoring and Review
- ↳ Issues management
- ↳ Reporting

The Communication and Stakeholder Management Plan will assist the 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

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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.

CRC to elaborate if there is any further detailed information to address this.

## 3.0 Stakeholder Impact

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

GROUP	KEY STAKEHOLDERS
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>➤ Treasury</li> <li>➤ Members of Parliament</li> </ul>
<b>State Government</b>	<ul style="list-style-type: none"> <li>➤ Arts QLD</li> <li>➤ DPW</li> <li>➤ Treasury</li> <li>➤ DIP</li> <li>➤ PN</li> <li>➤ Members of Parliament</li> </ul>
<b>Local Government:</b>	<ul style="list-style-type: none"> <li>➤ CRC Councillors</li> <li>➤ CRC Project Control Group</li> <li>➤ CRC Staff</li> </ul>
<b>Local Community</b>	<ul style="list-style-type: none"> <li>➤ Residents of the CRC, Port Douglas and Pacific Rim areas</li> <li>➤ Indigenous and multi cultural groups</li> <li>➤ Business community</li> <li>➤ Arts community</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>➤ Local Media</li> <li>➤ User Groups</li> <li>➤ Consultants</li> <li>➤ Primary</li> <li>➤ Secondary</li> <li>➤ Contractors</li> <li>➤ Services Providers</li> </ul>

The communication and consultation strategy for these stakeholders for CEP project phases 2 – 5 have been addressed in Section 4 of the Communication and Stakeholder Management Plan. Refer Appendix 3.0.

## 4.0 Aims and Goals

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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
- Managing changes to the project scope, project objectives and to the project management plan
- Documenting and 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

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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

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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

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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

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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

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

#### 5.5. Allocation of Responsibility

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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

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

#### 5.7. Implementation Plan

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

Key change management issues include:

Key Change Issue	Change Management Strategy
<b>Performing Arts venue replaces existing civic centre</b>	<ul style="list-style-type: none"> <li>➤ 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</li> <li>➤ Consistent marketing and communications to the community via the local media.</li> </ul>
<b>Civic Centre user groups</b>	<ul style="list-style-type: none"> <li>➤ User Groups of the civic centre are briefed and updated at all stages of the new CEP development delivery to enable adequate understanding of development and forward planning of events.</li> </ul>
<b>Council and Civic Centre Staff</b>	<ul style="list-style-type: none"> <li>➤ Council and Civic Centre staff requirements rationalised to allow transfer of staff roles to new Performing Arts Centre. Senior staff to take on transitional roles from existing centre to new centre to ensure consistency of the functionality of the civic centre performances and services.</li> </ul>
<b>Traffic and pedestrian conditions during construction</b>	<ul style="list-style-type: none"> <li>➤ Ensure adequate signage for way finding signage and public notices are provided on site, throughout the CBD and updates on the website for visitors and the local community.</li> </ul>
<b>Development of Project Milestones</b>	<ul style="list-style-type: none"> <li>➤ Ongoing communication with user groups, community, council staff and councillors, Ports North and visitors</li> </ul>
<b>Civic Centre use during decanting period</b>	<ul style="list-style-type: none"> <li>➤ Ongoing communication with user groups and community on the proposed temporary use of the civic centre prior to sale.</li> </ul>
<b>Facility Operations</b>	<ul style="list-style-type: none"> <li>➤ Updating operational policies for use during and after construction</li> </ul>

## 7.0 Implementation of the Strategy

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Implementation of the CMS is supported by a Communication and Stakeholder Management Plan that is attached in Appendix 3.0.

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