Shire of
Serpentine
Jarrahdale

OneComm
one system one community

Change Management Plan
2023-2025

Document Control

Revision History

Version	Date	Change Description	Author
0.1	May 2023	Initial Draft	Renae Lilleyman
0.2	August 2023	Updated Draft	Catherine Fox-Lee
1.00	September 2023	Final Version	Catherine Fox-Lee

Referenced Document List

The Change Management Plan has been issued in alignment with the following referenced documents:

Document Title & Version	Issue Date
Serpentine-Jarrahdale : OneComm Project Management Plan	Sept 2018
Serpentine-Jarrahdale : Cloud Computing Strategy	Sept 2018

Document Approval

The following signatures represent review and acceptance of the Change Management Plan:

Name	Position	Date	Signature
Frazer Sullivan	Director Corporate Services		
Matt Younger	Manager Information and Communication Technology		

Table of Contents

Table of Figures

1   Overview

1.1   Purpose

The purpose of this Change Management Plan is to outline the Shire of Serpentine-Jarrahdale (the Shire) approach to managing the organisational change associated with Phase 3 of the TechnologyOne, OneCouncil solution. OneCouncil has been branded **OneComm** for the Shire of Serpentine-Jarrah. This document will evolve and be updated throughout the project lifecycle.

1.2   Objectives

The Change Management Plan provides an assessment of changes which in turn set out a view of the drivers for the change as well as their impact upon current operations, in providing this; we also begin to understand the consequences of the change. This understanding of the change context helps to identify the impacts, challenges and benefits from an organisational perspective.

The Organisational Change Management Plan also sets the foundation, direction and framework for the development of other related plans:

In following this process, the vision of the future state is clearly communicated as well as the method by which this will be achieved. The objectives of the Change Management Plan are:

• Establish common and realistic expectations

• Ensure reliable and regular communications are in place

• Ensure there is appropriate stakeholder engagement and participation

• Capture, acknowledge and respond to opportunities to nurture innovation and improvement

• Facilitate the change process for individuals, teams and the wider organisation

• Ensure the change is embedded across the Shire; and

• Ensure there is a framework and methodology to manage, monitor and measure the change management process.

1.3   Outcomes

The outcomes sought through the implementation of this Change Management Plan are:

• Realisation of project objectives and benefits

• Maintaining a productive workforce throughout the transition

• Continuing to provide excellent customer service and value to our community and stakeholders

• Smooth, well-organised transition, with minimal impact on employees and stakeholders; and

• Clear accountability and ownership for ongoing maintenance and improvement of systems post project implementation.

2   Project Background - Current state

There are principally two system selection strategies that modern companies utilise to support and underpin critical business processes. They are either based on using a fully integrated Enterprise Resource Planning solution (ERP) or a 'Best of Breed' approach.

ERP systems are characterised by their ability to support a broad set of business processes. They tend to be a collection of highly integrated modules centred on a single data repository. This allows for the same data set to be used by multiple processes across the solution thereby creating a single source of the 'truth'.

Best of Breed in comparison relies on a multitude of niche solutions addressing a specific set of business processes. Each software tends to have its own data repository and integration is both very basic and challenging to maintain or they operate in complete isolation. It is not uncommon to find functional overlap between each software package that make up the entire solution.

The Best of Breed strategy is commonly found in industries where an ERP solution does not exist, is difficult to implement or where this approach helps to maintain a competitive advantage.

The Shire of Serpentine-Jarrahdale currently uses a 'Best of Breed' approach to business systems selection with varying degrees of success.

In 1996 when Serpentine-Jarrahdale first procured the SynergySoft solution it did so thinking that over time SynergySoft would offer all the integrated Information Systems that the Shire would need. This did not occur. It is apparent that SynergySoft did not invest sufficiently in software solutions for the Shire. As a result, the Shire drifted towards a Best of Breed Information Systems Strategy. This 'drift' is evidenced by the multiple systems (i.e. SynergySoft, Trim, ZooData, inhouse developed databases, email, spreadsheets etc) currently in place.

In June 2017, a review of the SynergySoft system was undertaken by the Shire's former Business Systems Analyst and approved by the Shire's former acting Director of Corporate and Community. A summary of the issues identified were:

- The Shire currently has several niche information technology solutions to support business processes (i.e., adhoc spreadsheets, email, in house developed databases, manual notes etc)

- Inadequately supported in terms of resources, resolution of issues and minimal investment on new functionality/features

- Outdated technology, difficult to use and unsupportive of a modern Local Government Authority; For example, the database technology of the SynergySoft solution dates back to the 1970's;

- The root cause of duplicated data entry and inefficient processes as it is unable to integrate with the Record Management System or any other business system;

- The system is too difficult to use, is not intuitive and underutilised;

- The system has data gaps which constrain management and performance reporting;

- The system functional gaps which result in manual processes and data being maintained within spreadsheets and documents;

- The system does not support modern ways of communicating with ratepayers with limited functionality to support electronic lodgement and e-business and the lack of integration requires manual intervention and repeated data entry;

- The generation of meaningful and accurate reports is difficult;

- Incomplete Workflow and no Customer Relationship Management Functions. There is no ability to view a history of all contact with a member of the community; and

- Data is often duplicated across several systems and in spreadsheets resulting in no single source of the truth.

In summary the 2017 review identified that there are many services provided to our customers that go through multiple systems. This is a serious issue as it results in significant rework and additional work. As a result, it introduces the risk of errors and of inconsistent processes and treatment of issues. When this occurs, the result is that the customer receives substandard service, or possibly no service at all.

The implementation of an Integrated Enterprise Resource Planning Systems Strategy is critical to the Shire's efficient and effective operations as it aligned to the Strategic Community Plan 2017-2027 with particular reference to Outcome 4.1, "A resilient, efficient and effective organisation".

The approved strategy will result in the Shire moving from a Best of Breed information systems approach to a fully integrated Enterprise Resource Planning (ERP) solution. Furthermore, the Shire plans to adopt the pre-configured OneCouncil system as implemented by the City of South Perth. A Memorandum of Understanding (MoU) has been established and approved with the City of South Perth to formalise this approach and for sharing of information.

Specifically, the implementation of the final phase of OneComm will:

- Be over a period of 21 months;

- Use Cloud technology; and

- Adopt proven business processes which are pre-configured into the Enterprise Resource Planning system based on the same implementation at other local councils such as the City of South Perth, City of Canning and City of Mandurah.

The pre-configuration of the OneCouncil software means that the software has Local Government functionality that works immediately without any special installation or without any configuration or modification.

Therefore, the Shire will need to change its business processes to align with the OneCouncil solution and effective change management is key to the successful introduction of these business processes.

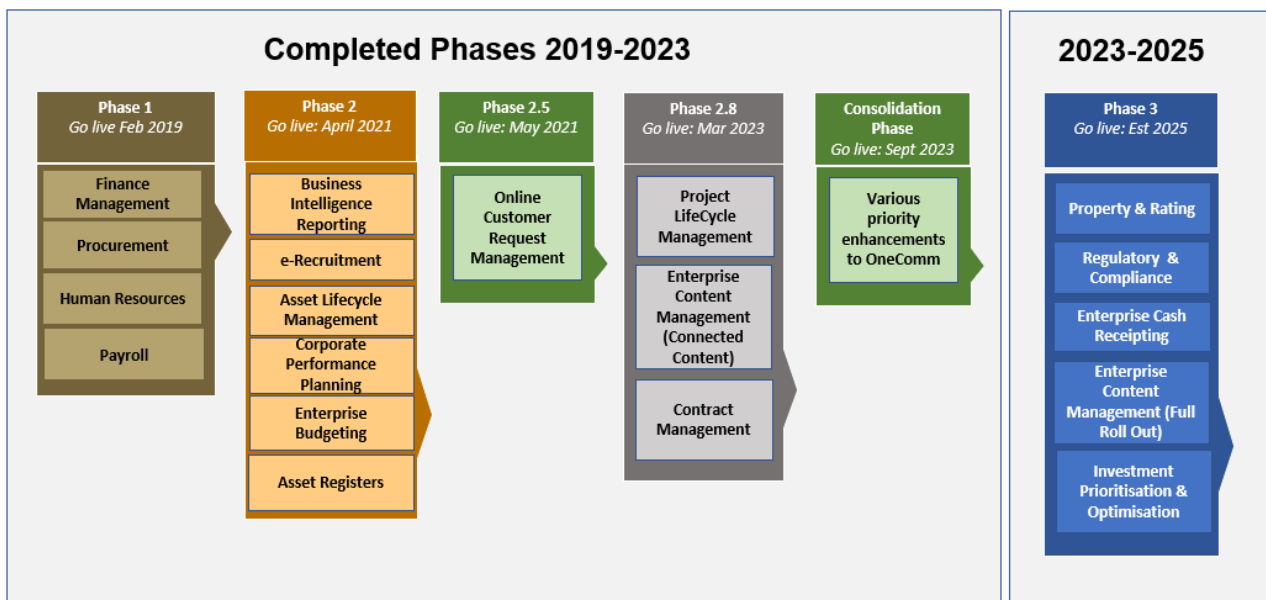The table below outlines a summary of the scope of each phase of the project:

Figure 1: OneComm Project Phases

3   Project Vision – Future state

The vision of the OneComm project is to successfully implement the final phase of the OneComm solution by adopting and leveraging preconfigured business processes. The focus of the project will be to:

- Implement a fully integrated and preconfigured Enterprise Resource Planning solution

- Improve customer service by reducing response times, customer dashboards for the Shire's agents and improving the Shire's e-Services capability

- Establish a 'Single Source of Truth' that will allow the Shire to create reliable and meaningful business intelligence, reports and dashboards

- Lower the total cost of application ownership for the Shire

- Deliver a platform for continuous improvement

- Achieve alignment across people, process and systems

- Allow staff to focus on innovation and prepare for the future by creating efficient and fewer manual processes supported by the technology; and

- Adopt best practices for local government by effectively leveraging proven business processes and practices from its peers in Western Australia.

4   Project Objectives

The key project objectives are to:

- Implement a comprehensive and fully integrated Enterprise Resource Planning (ERP) System that will allow the Shire of Serpentine-Jarrahdale to achieve its stated vision at the lowest possible cost and risk;

- Use internal resources wherever possible to keep cost to a minimum and only complement with external contractors and consultants where skill gaps exist. Using internal resources will also ensure that acceptance of the ERP solution will be maximised;

- Minimise project risk by using a trialled and tested local government solution that is being used by other local councils with a configuration that has been proven to be compliant with Western Australian Local Government legislative requirements; and

- Achieve alignment across people, process and systems.

5 Project Guiding Principles

The OneComm project will be guided by the following principles throughout its lifecycle:

- **Adopt Best Practice** – The Shire of Serpentine-Jarrahdale will adopt its work practices and business processes in accordance with the template provided by TechnologyOne and the proven configuration from the City of South Perth wherever possible. This will not only allow for an accelerated implementation timeframe, but it will reduce overall risk by using a proven Local Government solution

- **Holistic View** – The project will focus on the overall benefits the system will deliver to the Shire of Serpentine-Jarrahdale. It is accepted that the change in information systems strategy may result in some business functions having to make sacrifices for the greater good of the organisation

- **Knowledge transfer** – The team will impart their knowledge on the user community and enable the business to take ownership of business processes and systems. The project will share progress and knowledge with the broader local government community in Western Australia and leverage their experience wherever possible

- **Responsibility and Accountability** – The business accepts responsibility for the end-to-end business processes and the ongoing maintenance and their continuous improvement going forward

- **Culture of no blame** – The system is only one aspect of the business transformation. People, Process and System all need to be aligned and work in unison. All stakeholders need to acknowledge that this requires a team effort, and that success is dependent upon everyone pulling in the same direction as one; and

- **Open and transparent communication** – Every transformational project involves organisational change. It will touch many aspects of the organisational fabric. The change impact will be on the forefront of everyone's mind and the project is committed to keep stakeholders fully informed in an open and transparent manner.

6   Change Management Framework

6.1   Methodology

The Change Management methodology has five milestones that staff need to achieve to change successfully and to sustain the change, these being:

• Awareness of the need for change;

• Desire to participate in and support the change;

• Knowledge on how to change;

• Ability to implement required skills and behaviours; and

• Reinforcement to sustain the change.

Supporting these milestones, the Change Management methodology has three phases, these being:

Phase 1: Preparing for Change

In this, phase change and project teams conduct a series of data gathering and assessments that will be used to manage the overall change management process. This will address the unique people challenges of the change with each impacted service team.

Questions that will be addressed include:

• "Who will be impacted by this change?"

• "How will each group be impacted? What will be different in the way they perform their roles?"

• "What is the readiness or resistance of each group for this change?"; and

• "How can we best structure and resource the Change Management component?".

Phase 2: Managing Change

The focus is using the data collected in Phase 1 and there are four sub plans that will support individuals to move through each stage of the change process:

• Communication Management plan

• Training and Development plan

• Coaching plan to engage and upskill staff; and

• Stakeholder Management plan.

Phase 3: Reinforcing Change

In the final phase, action plans are developed for measuring how well the change is being adopted, to identify and address resistance and to celebrate success as per the following:

• Measuring changes in behaviour

• Corrective action plans

• Reinforcement mechanisms

• Individual and group recognition approaches

• Success celebrations; and

• After action review.

6.2   Change Management Principles

The following principles will underpin all change management activities throughout the project:

- There is a clearly defined rationale and vision of the change, and it is understood

- There is a dedicated focus on employees. We commit to supporting employees throughout every step of the change process

- The Shire's Leadership Group will drive change from the top down and lead by example

- We commit to being as inclusive as possible and stakeholders will be identified and appropriately consulted

- We encourage active participation, and all stakeholder contributions will be valued

- We will communicate openly and transparently so that all stakeholders are fully informed; and

- We will build capability, so everyone is confident and productive throughout the transition.

6.3   Change Management Responsibilities

Who	Key responsibilities
Chief Executive Officer	• Aligning change with organisational strategy; and • Providing visible leadership to make change happen.
Executive Team	• Active and visible leadership – promote OneComm and truly understand the changes being undertaken and their impact to the organisation and community • Aligning change with organisational strategy • Providing visible leadership to make change happen • Internal and external communication; and • Hold Managers accountable for how they drive change.
Managers and Supervisors	• Owning their part in the change • Cascading communication • Preparing teams for implementation; and • Actively contribute to drive and deliver change.
Project Team/Change Manager *In consultation with each Manager within the Shire to understand impacts and action plan to transition staff through phase 3 changes*	• Implementation of the Change Management Plan • Engagement and communication management; and • Supporting workforce transition.
Change Champions	• Supporting workforce transition • Cascading communication; and • Actively contribute to drive and deliver change.
Employees	• Seeking support and feedback • Participate positively in the change process; and • Sharing experiences.

6.4 Change Management Process

The diagram below provides a high-level overview of the key areas of the change management process which will support the project delivery.
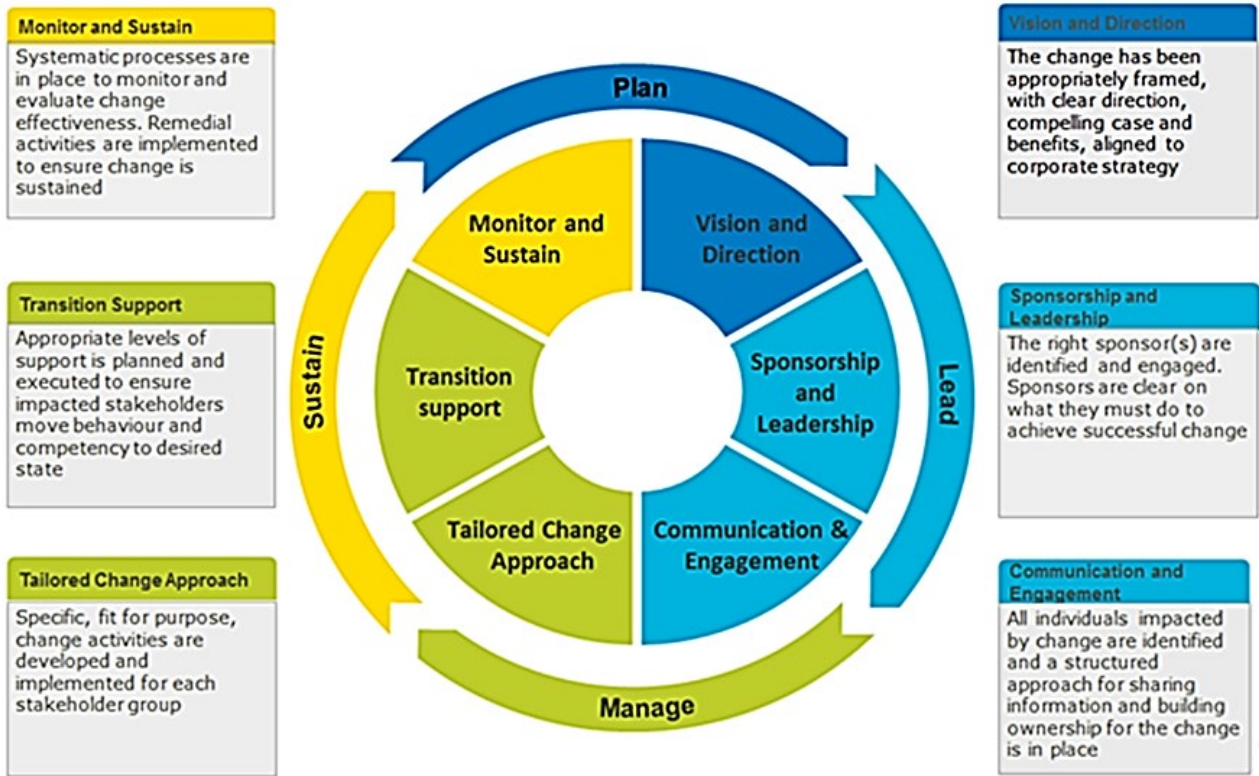

Monitor and Sustain
Systematic processes are in place to monitor and evaluate change effectiveness. Remedial activities are implemented to ensure change is sustained

Transition Support
Appropriate levels of support is planned and executed to ensure impacted stakeholders move behaviour and competency to desired state

Tailored Change Approach
Specific, fit for purpose, change activities are developed and implemented for each stakeholder group

Vision and Direction
The change has been appropriately framed, with clear direction, compelling case and benefits, aligned to corporate strategy

Sponsorship and Leadership
The right sponsor(s) are identified and engaged. Sponsors are clear on what they must do to achieve successful change

Communication and Engagement
All individuals impacted by change are identified and a structured approach for sharing information and building ownership for the change is in place

Figure 1 : Change Management Process

6.5 Change Focus Areas

The key focus areas identified to manage the change required for this project are:

CHANGE LEADERSHIP	STAKEHOLDER ENGAGEMENT	COMMUNICATIONS	TRAINING & KNOWLEDGE TRANSFER	WORKFORCE TRANSITION
Clear Vision Strong commitment & Sponsorship	Stakeholder Analysis Stakeholder Management Change Readiness Assessment	Communication Plan Execute Communications in various channels. Face to face where possible	Training Needs Analysis & Planning Training Development Training Delivery Training Evaluation Coaching Plan	Impact Analysis Employees Transition Implementation Support Visible and active leadership supporting staff post go live Embed Change

			Review training on a regular basis to close gaps in organisation knowledge	

Figure 2: Change Management Focus Areas

7   Change Management Plan

The Project Team has established knowledge sharing networks with other Local Governments who have adopted the TechnologyOne's OneCouncil solution. Lessons Learnt from previous phases have provided a good insight to how well changes of this nature are adopted. Due to the nature of turnover at the Shire there are many new staff that were not here during the first or second implementation. It should be recognised that an effort to educate and support staff on change management.

7.1   Identifying Change Drivers and Barriers

The project will undertake a process to identify the major drivers for change and the major barriers to change to inform the design of change activities. This process will be a combination of face-to-face meetings and document reviews.

7.2   Organisational Readiness Assessment

An initial organisation readiness assessment will be undertaken with various stakeholders involved in the project. In assessing the organisational readiness, several factors will be taken into consideration including the perceived need for change, the impact of past changes, organisational culture and reinforcement of change, leadership and vision for the organisation and change competency.

7.3   Stakeholder Management Plan

Stakeholder management includes the processes required to identify the people, organisations or groups who could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in the project execution and decision making.

A Stakeholder Management Plan will be developed to identify stakeholders, levels of engagement, forms of engagement required and the most appropriate and preferred stakeholder engagement and communication methods. This Strategy will inform the activities in the Communication Management Plan.

Phase 3 presents the project team and Shire with an additional challenge with introducing online services to the community in mid-2025. The project team will work with the Community Engagement directorate to formalise a marketing campaign and appropriate support network for the community.

A preliminary stakeholder analysis has identified the following stakeholders for the project:

Ref #	Stakeholder	Impact / Interest (High / Med / Low)	Influence (High / Med / Low)	Strategy
1	Council	High	High	Engage Closely
2	Executive Management Group / Project Steering Committee	High	High	Engage Closely
3	Project Sponsor	High	High	Engage Closely
6	Managers, Coordinators and Supervisors	High	High	Engage Closely
7	Key Users	High	High	Engage Closely
8	Employees	High	Medium	Keep Informed
9	Change Champions	Medium	Medium	Keep Informed
9	TechnologyOne Contractors	High	High	Engage Closely

Ref #	Stakeholder	Impact / Interest (High / Med / Low)	Influence (High / Med / Low)	Strategy
10	Community	Medium	Medium	Keep Informed but transition to Engage Closely
	Executive Services			
11	CEO & Executive Support	High	High	Engage Closely
12	Economic Development & Promotions	Low	Low	Keep Informed
13	People & Development (WHS)	Medium	Medium	Engage Closely
	Corporate Services Directorate			
14	Information and Communication Technology	Medium	High	Engage Closely
15	Governance & Strategy	Medium	Medium	Engage Closely
16	Finance (Assets, Payroll, AP, Rates)	High	Medium	Engage Closely
	Community Engagement			
17	Community Activation	Medium	Low	Keep Informed
18	Library Services	Medium	Low	Keep Informed
19	Jarrahdale Trails	Medium	Low	Keep Informed
20	Communications & Customer Engagement	High	High	Engage Closely
21	Environmental Health and Building Services	High	High	Engage Closely
22	Community Emergency Services (Brigades)	Medium	Low	Keep Informed
	Development Services Directorate			
23	Statutory Planning and Compliance	High	High	Engage Closely
24	Strategic Planning	Medium	Medium	Engage Closely
25	Emergency Services	Medium	Medium	Engage Closely
26	Community Services	Medium	Medium	Keep Informed
	Infrastructure Services Directorate			
27	Engineering Services	Medium	Medium	Keep Informed
28	Project Delivery	Medium	Medium	Keep Informed
29	Strategic Projects	Medium	Medium	Keep Informed
30	Operations	Medium	Medium	Keep Informed
31	Waste, Fleet and Facilities	Medium	Medium	Keep Informed

Figure 3: Preliminary Stakeholder Analysis

Stakeholders will change throughout the life of this project. To effectively manage this all stakeholders will be identified, engaged and tracked in the stakeholder register throughout the life of the project.

7.4   Change Management Communications Plan

A Change Management Communications Plan has been developed to support the delivery of the project. This plan will outline the communication activities and will:

- Describe the information to be communicated

- Identify the audience

- Identify the communication channels/method to be used

- Identify the frequency that the information is to be disseminated

- Define roles and responsibilities for communication management

- Define terms and acronyms that are used in the project; and

- Identify communication constraints or assumptions.

7.5 Training and Development Plan

A Training and Development Plan will be developed to identify and define training and support requirements for employees. The training plan will consider all stakeholder requirements and endeavour to provide training in more than one format to allow for individual and business unit requirements. Following the change impact analysis, a training needs, and gap analysis will be undertaken by the project team. The IT Systems Trainer will provide valuable input and advice on the lessons learned for training staff at Serpentine Jarrahdale. This will be done following the reconfiguration verification sessions for each module.

From this analysis, training will be developed and deployed by the project team before "go live" for Phase 3. This training will assist in developing appropriate skill levels for employees to achieve full benefits of new systems.

Change Champions – Pilot training material with this group as a way to sanity check the content, context, scenarios with a "friendly" group.

As part of the training plan a group of Subject Matter Experts from across the organisation will be identified for each module. This group will be leveraged to provide additional support to the organisation for go live and into business as usual. The purpose is to create a group of well-informed users that can assist with day-to-day queries at a business unit level before questions are escalated. Subject Matter Experts will be involved in the user acceptance testing and get additional support from the project team on an ongoing basis.

Ongoing training that supports business as usual once a phase has been completed will also be considered as part of the training plan and will be developed in consultation with key organisational stakeholders.

7.6 Coaching Plan

A Coaching plan will be developed to engage and upskill staff involved in this project. The Coaching plan defines how managers and supervisors will be supported during the change and how they will interact with front-line employees. The objective is to fully enable managers and supervisors to:

- sponsor the change
- support their employees during the change
- support their employees in the new, changed environment.

The Coaching plan will consider individual staff requirements and endeavour to provide coaching in more than one format.

7.7 Impact Assessments

An Impact Assessment measures the scale of the change for the organisation. Specifically, it analyses how many people are impacted by the change and the scale of the change for these people.

An impact assessment will be undertaken; however it is acknowledged that given the majority of administrative employees at the Shire use at least one of the core systems being replaced, and will be affected in varying degrees the change will likely be in the medium to high range.

Throughout the project, the project team will capture any potential changes to the current operations at the Shire. These changes may include changes to business processes, user experience, customer experience or outcomes, documentation or training and in rare cases may impact employees position requirements. Following the completion of the verification sessions for each module, a change impact assessment will be drafted and checked against the confirmed go live scope for each phase.

A significant factor of the change impact analysis will be the likely impact of the changes on Shire's workforce. Detailed stakeholder consultation and impact analysis will be undertaken prior to changes being progressed and implemented.

Both the people change readiness, and the business process change will inform the change impact assessment and will be considered in conjunction with technical assessments as part of a holistic approach to inform how go live is managed for each phase. A series of detailed impact assessment will occur throughout the verification stages of the project and the outcomes of these assessments will populate the overall impact assessment to allow more detailed analysis and planning.

7.8   Risk Assessment

Initial risks related to change management have been identified in the following table and should be managed as part of the Project Management plan.

Officer Option	Risk Description	Controls	Principal Consequence Category	Risk Assessment			Risk Mitigation Strategies (to further lower the risk rating if required)
				Likelihood	Consequence	Risk Rating	
1	Staff are not informed of project milestones and how they may be impacted on works to their office or work area, causing impacts on operations	*Project Steering Group Communications Plan*	Organisational Performance	Possible	Minor	MODERATE	Implement Communications Plan
2	Elected Members are not informed of project milestones, causing Elected Members to request re-active updates and/or information, taking staff time away from normal operations	*Policy Concept Forum Emails Friday Facts Communications Plan*	Organisational Performance	Possible	Minor	MODERATE	Implement Communications Plan
3	Relevant staff or internal subject matter experts are not engaged throughout the project at appropriate times, causing delays or impacts to the project delivery	*Grapevine Emails Catch up with Paul Management Team Meetings EMG Meetings*	Organisational Performance	Possible	Minor	MODERATE	Implement Communications Plan
4	Delays to the project causing loss of confidence	*Communications Plan Transparency of communications*	Organisational Performance	Possible	Minor	MODERATE	Robust, transparent Communications Plan

5	Workload of BAU and consolidation tasks are unable to be completed due to impacting priorities						
6	Turnover of staff and ability to retain knowledge within the Shire.						

7.9 Governance

Change management processes and activities will follow the governance model outlined in the OneComm Project Management plan. A framework will be developed to monitor and measure change management activities to assess the success of change management initiatives.

Regular staff feedback and a gauge on change fatigue across the organisation will be critical to the success of the change effort. The number of initiatives currently underway in the Shire is impacting many teams and there are conflicts with priorities.

7.10 Embedding and Re-enforcing Change

The activities to support the transition to the final Phase of OneComm will be embedded into the Shire through activities such as process mapping, training, Change Champion network and the Key Users. These will be developed as part of the change management implementation. It is essential to take the lessons learned from previous implementations and continue to support staff post go live. Regular reviews with key users to identify common themes of issues or errors that can be addressed with coaching or further communication to the organisation is crucial to sustaining a positive change.