

December 2019

Department of Social Services

***Further information on proposed
next steps - Kalgoorlie
Foundational Support***



**PwC's Indigenous
Consulting**

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1 Purpose of this document

This document is to be read in conjunction with the document titled “Pre-Foundational Scoping – Kalgoorlie” prepared for the Department of Social Services in September 2019 and updated following feedback in November/December 2019.

In 2017, there was an early reference to Kalgoorlie as one of the ten possible Department of Social Services’ *Stronger Places, Stronger People* (SPSP) communities. Since this announcement, and taking into account the complex context and history associated with Kalgoorlie, further exploration on Kalgoorlie’s readiness was required in order to make a decision on suitability for SPSP.

PwC’s Indigenous Consulting (PIC) and cmm-socialchange Australia (CMM) were engaged to undertake pre-foundational scoping to understand in more detail and nuance the context of Kalgoorlie and its degree of readiness to engage in Stronger Places Stronger People. Stakeholder consultations in the Kalgoorlie community were undertaken with an approach of ‘do no harm’ to uncover the community dynamics and assess readiness through a series of frameworks including; Kania and Kramer’s pre-conditions for Collective Impact, Harwood Institute’s community rhythms framework, Promise Neighbourhood’s investment readiness criteria and First Principles of Collective Impact and Systems Change.

Initial findings of the pre-foundational scope suggest that Kalgoorlie is at the ‘calling for a new way of working’ phase in a Collective Impact methodology, and would require significant investment in foundational support in order to build on these strengths and progress other collective impact pre-conditions such as understanding the system, building the container for change and building a shared understanding before being able to engage in partnership exploration.

An overview of the focus areas for foundational support was provided in Section 5.2 of the “Pre-Foundational Scoping – Kalgoorlie” report and is included below for reference.

This document adds to this work by providing initial thoughts on the potential delivery model of this foundational support work as well as indicative timeframes and budget.

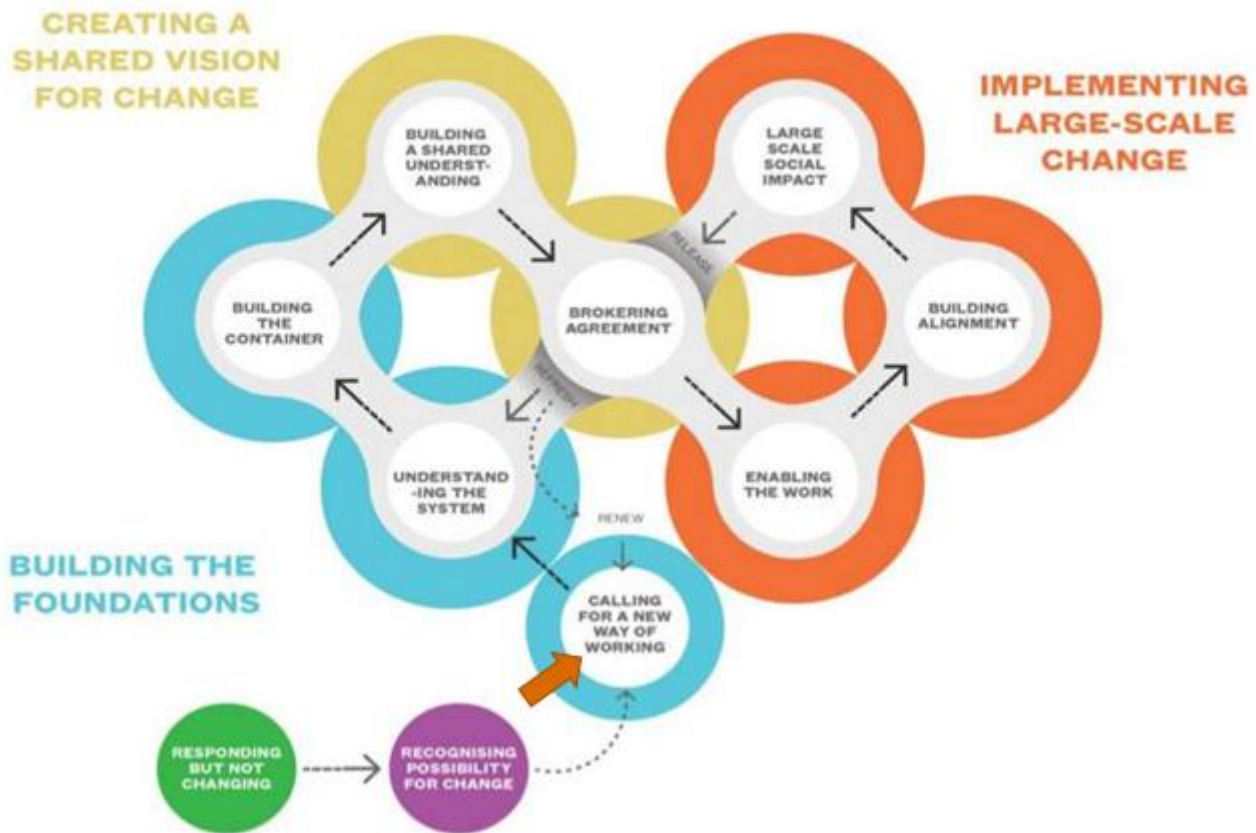
This has been prepared as initial guide only. Deeper contextual understanding will be required to more deeply scope the work over the next 18-24 months.

2 Current state and areas of focus for future foundational support

As discussed in Section 4.3 of “Pre-Foundational Scoping – Kalgoorlie”, the team engaged in Kalgoorlie observed the Kalgoorlie community as being at the stage of ‘calling for a new way of working’¹ in relation to organising for Collective Impact (as marked by the arrow):

¹ Collaboration for Impact – Change Cycle 2018

Figure 1: Kalgoorlie’s current state in the context of the Collaboration for Impact Change Cycle



In order for Kalgoorlie to be in a position to engage in the Stronger Places Stronger People partnership exploration process, a range of elements need to be enabled through foundational support, namely understanding the system, building the container and building a shared understanding.

Areas of focus have been recommended as per the below table within Section 5.2 of “Pre-Foundational Scoping – Kalgoorlie” in order to build these conditions for a collective impact approach. These are included below in Table 1.

Table 1 Areas of focus for future foundational support in Kalgoorlie

| Theme | Further considerations |
|---|--|
|  <p>Continuing the conversation</p> | <p>It will be important to connect with the full range of key stakeholder groups in Kalgoorlie before progressing the work. This includes groups such as the business sector, and youth and community members who do not have a specific paid role within community. The reflections and observations set out in this report would require further testing (more thinking and listening) if the initiative moves to the second phase. At this point the observations only provide a preliminary baseline, requiring work to build deeper knowledge of the context, developed through ongoing conversations and engagement. Using the context, the following steps (accompanied by a commitment to invest in foundational support over the next 18 months are recommended for consideration</p> |

| Theme | Further considerations |
|-------|---|
| | <ol style="list-style-type: none"><li data-bbox="678 365 1406 427">1. It is important to return to Kalgoorlie to share this report, acknowledging the input of Aboriginal people<li data-bbox="678 450 1437 512">2. At this time, the matrix of Collective Impact principles could be shared more broadly as a potential way forward.<li data-bbox="678 535 1406 728">3. The community sensitively works together as an initial collaboration to hear the voice of the Aboriginal and non-Aboriginal community (including citizens without specific paid roles within Kalgoorlie); identifying their hopes and dreams and capturing their solutions for achieving these hopes and dreams. |



Determining the point of urgency for Kalgoorlie

Time needs to be taken to understand where the energy lies for social change across the entire Kalgoorlie community, to define this burning platform, and underpin it with a common sense of what success might look like.

Prior to the application of any initiatives, it will be imperative to define the meaning and scope of ‘community’ so that it is commonly understood.

It will also be important to ensure that whatever is determined to be the focus for social change, a common thread remains social inclusion, with the aim to build a connected community with a sense of shared responsibility. To that end, cultural awareness and cultural competency training could be offered deeply across the segments of community. Careful consideration needs to be given to identify the nature and type of any learning offerings within the Kalgoorlie community informed from learnings of previous initiatives over the past 20 year (people do not want to reinvent the wheel). It is anticipated that this would be best done through community co-design.

Importantly, racism should not be the focus of the work; purposeful effort in relation to the focus area will enable the shift to an inclusive society. Any effort will need to actively and overtly build in a time for healing and equip the service providers, Aboriginal people, business and government with a common approach around trauma-informed practice.



Capacity building

Any proposed Collective Impact initiative will need to include a purposeful and clear plan to build capacity deeply within the sectors, and plan carefully to overcome the impact of the regular turnover of employees within government and community sector based in or delivering services within Kalgoorlie.

Some examples of the activities that may be involved include:

1. Invest in capacity building for the stronger young people specifically, to lift their voices and skills sets as community leaders.
2. Community leaders should be identified as soon as possible and those leaders should be mentored from the earliest steps of the effort.



| Theme | Further considerations |
|-------|---|
| | <ol style="list-style-type: none"><li data-bbox="676 365 1442 544">3. Invest in growing the Aboriginal Leadership Table concurrently, with the establishment of the Collective Leadership Table which will include Aboriginal membership at the outset. Provision should be made to allow for additional Aboriginal members to be added to the Collective Leadership Table.<li data-bbox="676 555 1442 712">4. Support community to harness the willingness of the Ngaanyatjurra Lands communities to explore protocols for visiting Kalgoorlie and in return to influence policy around CDEP. This will potentially remove some of the ‘symptoms’ and therefore enable the pre-conditions for change.<li data-bbox="676 723 1442 806">5. Building knowledge and practice around applying trauma informed methods and approaches for service design and delivery. |



Stakeholder engagement

An essential early piece of work will be to support the community to engage with the WA government and resources companies to address some of the policies and practices which are perpetuating community distress and causing division.

Some potential next steps here could include:

1. Identify the packages of work which will meet the RAPs and CSRs of local businesses. Embrace and optimise the opportunities which will exist within the resources companies and successful regional corporations and business, e.g. Super pit ., both in terms of potential sustainability, but also in relation to the capabilities of their leaders and staff bodies.
2. Actively engage with the Goldfields District Leadership Group currently chaired by s 47F



Alternate models of service delivery

Investigate alternative government service delivery models including transport services and culturally appropriate and accessible teleconferencing that can contribute to reducing the need for people to travel long distances to access services within Kalgoorlie.

3 *How this could look in practice*

A high level project plan is provided in Table 2. Activities in the project plan are mapped to a particular part of the Change Cycle that they are intended to build on as well as to the themes identified above, namely:

- Theme 1: Continuing the conversation;
- Theme 2: Determining the point of urgency for Kalgoorlie;
- Theme 3: Capacity Building;
- Theme 4: Stakeholder Engagement; and
- Theme 5: Alternate models of service delivery

It is envisioned that a combined PIC/CMM team would undertake the work in practice. CMM is to continue to bring its expertise in collective impact approaches and building the conditions for this way of working and infuse these knowledges with PIC's Indigenous ways of working and engagement expertise in building trust in community, particularly but not limited to, with Indigenous stakeholders.

Selecting the specific people within the PIC/CMM teams who have the right qualities, experience and understanding is paramount to the success of this work. At this stage we are not able to confirm the specific individuals who would take on this work from our respective teams – further investigation to ensure the right people mix is possible will need to be more deeply considered to ensure the viability and success of what is proposed. We will concurrently work through our team composition and identifying who specifically has the right profile to carry this work forward. It should be noted that the individuals required are unique in their profile of experience, connection, relationship building capabilities and credibility to move this work forward.

We believe that trust building, in person, will be a core component to this work and anticipate substantial time on the ground in the Kalgoorlie community in order to achieve this. Given the nature and complexity of the work, we believe that a deeper dive into context and building relationships will be required before the full sense of the scope can be articulated. In the interest of giving further flavour to what could unfold we have provided our best sense of the work at this stage, with a core stage gate after 4-6 months of deeper discovery to confirm our initial thinking.

We are conscious of the potential risks with raising the expectations of community without clarity on commitment and have attempted to scope the anticipated range of costs of the next 18-24 months in order for an investment decision to be made in the near term. We acknowledge the challenge of providing sufficient detail for an investment decision and balancing that with the need for flexibility for the scope to emerge as we gather further understanding of what is needed.

Table 2 High level proposed project plan

| Change cycle element | Activity | Theme |
|---------------------------------|--|--------------|
| Understanding the System | Preparation: <ul style="list-style-type: none"> Stakeholder mapping Documentation review Data review | |
| | Relationship Building - establishing early trust & awareness raising: <ul style="list-style-type: none"> Feedback from earlier work with community Engagement with: <ul style="list-style-type: none"> Community Aboriginal Leadership Table specifically business sector Services government Set up process for collecting community voices | 1, 4 |
| | Build out further scope / workplan for next 12 months <i>(See below for types of activities it may include as an indication - this would need to be further defined)</i> | |
| Building the container | Growing leadership and inclusion from the outset <ul style="list-style-type: none"> Identification of community leads Co-design of community events e.g. culture, community voice Building the beginnings of a community of practice Establishing Young Kalgoorlie Advisory Group Beginning to build other advisory groups | 1, 3 |
| Building a shared understanding | Growing understanding of the Collective Impact approach and different players' roles in it <ul style="list-style-type: none"> Deep dives into different organisations and sectors present in Kalgoorlie to understand their roles, hopes and aspiration etc; Could also include trauma and healing offerings and cultural awareness training and capacity building Community events x 2 to build CI understanding | 3, 4 |
| | Hearing the voice of community, their energy and their priorities <ul style="list-style-type: none"> Training and capacity building of community engagement leads from within the Kalgoorlie community Supported implementation of voices collection Thematic analysis Publication (could be a document, video etc) for community alignment Community forums for feedback loops and iteration | 2 |
| | Practising collaboration <ul style="list-style-type: none"> Gently working to begin to find synergies within RAPs and CSRs Beginning conversations with CDEP Beginning conversations with Ng Lands | 3,4 |
| | Learning & Reflection circles with department | |
| | Project management and reporting | |

s 47C, s 47G(1)(a) and (b)

4 Estimated costs

| Activities | Assumptions | Estimated costs (Excl GST) |
|---|---|----------------------------|
| Phase 1: March 2020 – end August 2020 | | |
| Preparation: <ul style="list-style-type: none"> Stakeholder mapping Documentation review Data review | s 47C, s 47G(1)(a) and (b) | s 47G(1)(a) and (b) |
| Relationship Building - establishing early trust & awareness raising: <ul style="list-style-type: none"> Feedback from earlier work with community Engagement with: <ul style="list-style-type: none"> Community Aboriginal Leadership Table specifically business sector Services government Set up process for collecting community voices | s 47C, s 47G(1)(a) and (b) Excludes travel costs | |
| Build out further scope / workplan for next 12 months (See below for types of activities it may include as an indication - this would need to be further defined) | | |
| Phase 2: Sept 2020 – end Sept 2021 | | |
| Growing leadership and inclusion from the outset <ul style="list-style-type: none"> Identification of community leads Co-design of community events eg culture, community voice Building the beginnings of a community of practice Establishing Young Kalgoorlie Advisory Group Beginning to build other advisory groups | s 47C, s 47G(1)(a) and (b) Excludes travel costs, catering and venue costs for community forums | s 47G(1)(a) and (b) |
| Growing understanding of the Collective Impact approach and different players' roles in it <ul style="list-style-type: none"> Deep dives into different organisations and sectors present in Kalgoorlie to understand their roles, hopes and aspiration etc; Could also include trauma and healing offerings and cultural awareness training and capacity building Community events x 2 to build CI understanding | | |
| Hearing the voice of community, their energy and their priorities <ul style="list-style-type: none"> Training and capacity building of community engagement leads from within the Kalgoorlie community Supported implementation of voices collection Thematic analysis Publication (could be a document, video etc) for community alignment Community forums for feedback loops and iteration | | |
| Practising collaboration <ul style="list-style-type: none"> Gently working to begin to find synergies within RAPs and CSRs Beginning conversations with CDEP Beginning conversations with Ng Lands | | |
| Learning & Reflection circles with department stakeholders | | |
| Project management and reporting | | |
| Overall estimate | | s 47G(1)(a) and (b) |

This estimate is inclusive of consulting time only. It excludes GST, travel costs, catering and other venue hire costs.

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