

June 2018

Project Plan

*Foundational Research
Kalgoorlie*

*Stronger Places,
Stronger People*



**PwC's Indigenous
Consulting**

1. Project Overview

Background

Stronger People, Stronger Places is a new, practical initiative that involves collaboration between communities, governments, service providers and investors to deliver on a locally designed vision and plan of action to create better outcomes for children, families and communities.

The initiative aims to demonstrate whether the place-based Stronger Places, Stronger People collective impact model can disrupt disadvantage in participating communities, and help build enduring positive impacts for children and their families living in these communities.

Stronger Places, Stronger People will support 10 demonstration communities that have markers of entrenched disadvantage combined with a promising degree of community readiness to lead a long-term social change endeavour.

Kalgoorlie has been identified as a potential community to participate in Stronger People, Stronger Places. In considering Kalgoorlie as a potential location, it was identified that there are a range of current and historic circumstances within Kalgoorlie. These circumstances may impact on the communities' readiness for a collective impact model.

Further exploration is required to inform DSS on whether Kalgoorlie is in a position to undergo collective impact work now or in the future.

Scope

The purpose of this project is to conduct preliminary research into the Kalgoorlie area. In order to develop an understanding on barriers and enablers which may contribute to an assessment of the readiness of Kalgoorlie to participate in a place-based collective impact initiative.

This project scope includes:

- Desktop analysis
- Consultation with up to 15 stakeholders (agreed upon by project reference group) – a combination of both Aboriginal and Non-Aboriginal stakeholders will be engaged in this process
- A part of this process it is important to gain insights into how the stakeholders define 'community' for the purpose of this project

Objectives

As outlined in the project proposal this work is designed to achieve the following objectives:

1. Begin to build an understanding of the government initiative context in Kalgoorlie and how that has been implemented and received on the ground – achieved via desktop analysis/research of relevant documents and targeted stakeholder conversations.
2. Begin to build an understanding of where the community is at and how receptive they may be to further work including some of the core challenges and risks to be aware of in continuing (to inform design of next steps) within existing framework
3. Begin to build an understanding of a range of the contextual factors/questions to inform that would enable success of this work in Kalgoorlie.

2. Project team and project oversight

Project Team

Confirmed in the inception meeting the following diagram is the project team. Each of the team members roles are outlined below.

s 22 – s 47F

s 22 will lead the WA team, her role will oversee deliverables, ensure approaches are reflective of cultural respect within the Kalgoorlie area, lead key discussions with Aboriginal stakeholders and co-lead consultations with other stakeholders.

s 22 – s 47F

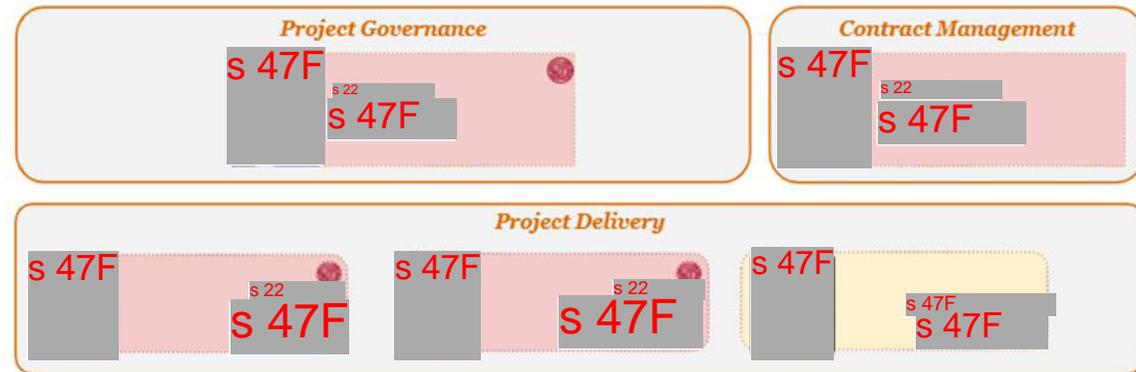
s 22 will support s 22 in consultations, will assist in preparation leading in to consultations, day-to-day support of project implementation.

s 47F – s 47F

s 47F will provide project level support, she will support logistics of consultations, undertake desktop analysis and preliminary research.

s 47F – *CMM Social Change*

s 47F will co-lead with s 47F in broader stakeholder engagement, ensure approaches are reflective of collective impact approach assist in the development of insights.



Identifies as Aboriginal or Torres Strait Islander

Project oversight

A project oversight group has been established to provide guidance and oversight. The project team will utilise this group in an advisory function. The current membership is:

- s 22 (s 47F), Department of Social Services)
- s 22 (Perth - Department of Communities – WA)
- s 22 (s 47F - Department of Communities – WA)
- PIC Project Team
- s 47F - SMM Social Change

Day to day contact

s 22 – will be the day to day contact for the Kalgoorlie project implementation

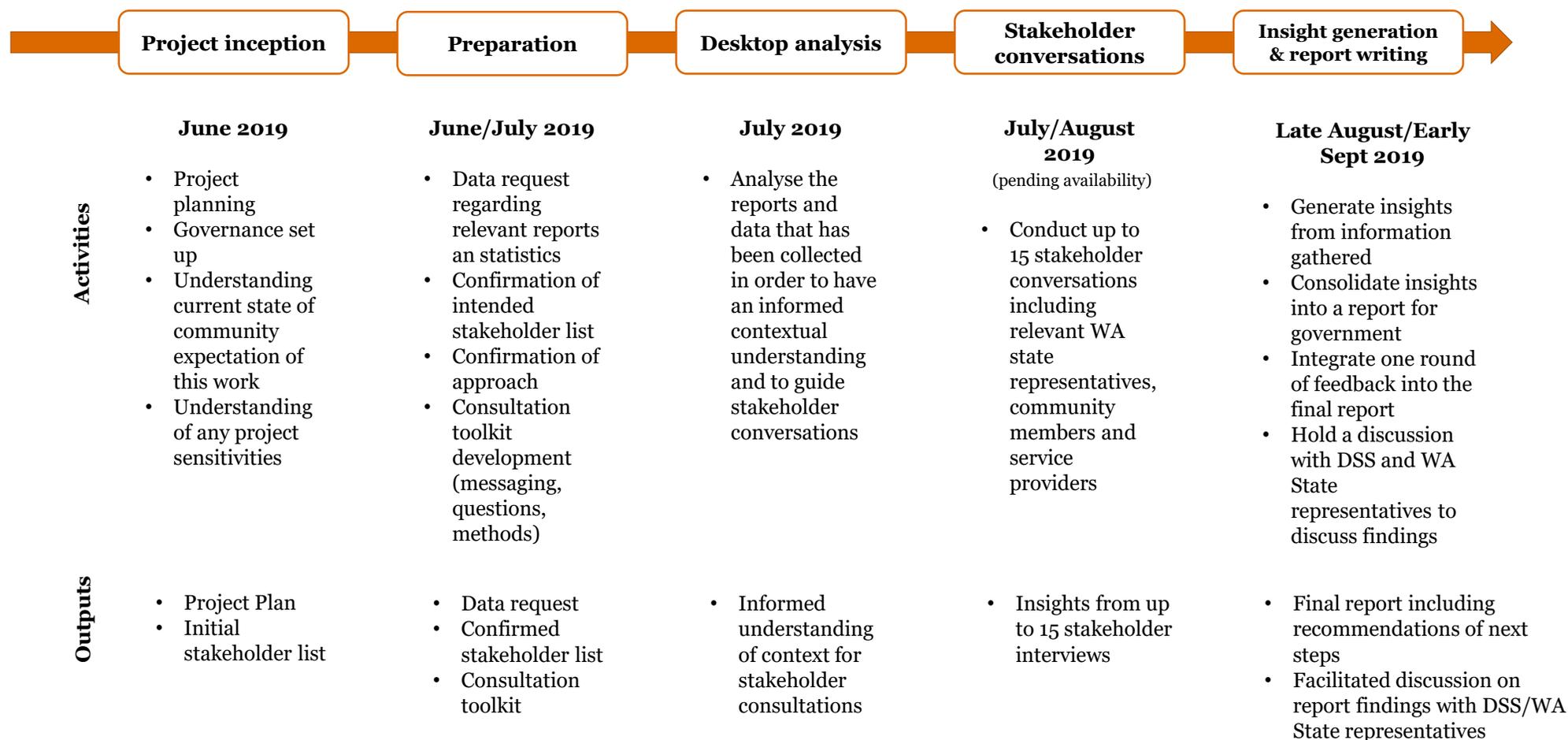
s 22, s 47F

4. Approach

Summary of 5 stage approach

The diagram below outlines the agreed five stages of implementation.

Project Management and Reporting/Support and Supervision



Timeframe

The below timeframe has been agreed. It is anticipated that the final report will be due mid-September (due to the later start) however the project team will provide an updated timeframe post consultations. If consultations align and logistics are relatively simple then the report delivery date could be brought forward (as flagged in the inception meeting).

	June		July					Aug				Sept		
	17 th	24 th	1 st	8 th	15 th	22 nd	29 th	5 th	12 th	19 th	26 th	2 nd	9 th	16 th
Project inception														
Inception meeting	*													
Project Plan														
Preparation														
Data request														
Confirmed stakeholders														
Consultation toolkit				*										
Desktop analysis														
Compiling all desktop information														
Stakeholder consultations														
Site visit round 1						*								
Site visit round 2														
Insights & report writing														
Draft final report														
Facilitated feedback												*		
Finalise report														

Guiding Principles

As outlined in the original proposal, the following guiding principles will inform the method of the project team.



Initial stakeholder list

This consultation list is the initial identified stakeholders, the final list will be confirmed during the preparation stage.

Prep consults

- s 22, s 22 for the Department of Communities;
- s 22 (DSS Perth),
- s 22 (DSS Perth)
- s 22 (DSS Perth)

Aboriginal stakeholders (x 5 consults)

- TBC (further exploration is required)

Wider stakeholders

- s 22, s 47F, Department of the Prime Minister and Cabinet;
- s 47F, s 47F
- s 22, s 47F
- s 47F xxx - HOPE

5. Risk management

Risk	Likelihood	Consequence	Control & treatment
Low engagement for consultations	Low	<ul style="list-style-type: none"> • Impacting on timelines and deliverables • Not maximising visits to Kalgoorlie • Not providing a balanced view point of findings 	<ul style="list-style-type: none"> • Flexibility in arranging suitable times • Allowing enough time in arranging meetings to ensure maximum participation • Clear communications around the purpose of the consultations to encourage participation
Mixed messages around Strong People, Strong Places	Medium	<ul style="list-style-type: none"> • Reluctance to engage in the consultations • Time spent covering historic conversations • Other government matters ‘hijacking’ the exploratory phase. 	<ul style="list-style-type: none"> • Ensure that the Project team is equipped with the right historic knowledge and processes to date • Check with DSS and local government departments on any potential issues to be aware of • Capture concerns and feedback to DSS and State representatives for a formal response
Stakeholders awareness and knowledge of collective impact approaches	Medium	<ul style="list-style-type: none"> • Spending more time on increasing awareness around collective impact rather than discussing contextual elements relevant to Kalgoorlie • People’s awareness of the model and implications of these approaches if low awareness and cannot develop an informed opinion around barriers and enablers of whether collective impact will assist • Secondary consults if the right information is not collected in the first discussion 	<ul style="list-style-type: none"> • Provide pre-consultation information to stakeholders in advance in regards to collective impact approaches • Provide clear information around the intent of the project (especially the preliminary discussions) • Capture information and work with the project advisory group on best approaches to respond
Current situation in Kalgoorlie, sensitivities and heightened level of distrust. Lack of understanding of project objectives and reasons for consultations		<ul style="list-style-type: none"> • Criticism from section of the community including the Aboriginal community and political space. 	<ul style="list-style-type: none"> • Targeted messaging/communications to: <ul style="list-style-type: none"> ➢ Politicians (State and Federal) ➢ Local government ➢ Peak Aboriginal organisations ➢ Key individuals
Meeting deadlines	Low	<ul style="list-style-type: none"> • Not meeting contractual obligations • Impact on the timing of launching a WA site for Stronger Places, Stronger People 	<ul style="list-style-type: none"> • Regular check-ins with project advisory group • Flag any issues or events that may impact time • Ensure consultations are completed in a timely manner

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