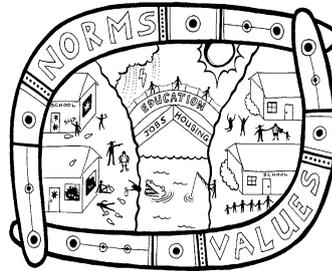


Case Study

Supporting the development of the 'Living Change' initiative



Background

In 2010, Jawun partnered with Wunan and Ian Trust in the East Kimberley so that Wunan could leverage the resources of corporate Australia to advance the vision for change in this region. Wunan is an Aboriginal development organisation in the East Kimberley, with a purpose and strategy to drive long term socio-economic change for Aboriginal people by providing real opportunities, investing in people's abilities, and by encouraging and rewarding aspiration and self-responsibility.

Wunan has been working on driving this type of social change in the local community since 2008. When Jawun commenced supporting the region at the beginning of 2010, NAB and Freehills secondees were instrumental in helping to move this thinking forward. The next phase involved crystalizing the vision and undertaking extensive community consultation and input. Wunan is partnering with the local communities, to work on a new approach, called the "Living Change" framework. The framework seeks to achieve real change from the welfare-dependent attitude that pervades communities in the East Kimberley

Approach

To support this project, Jawun engaged with one of its long term partners The Boston Consulting Group (BCG). BCG and other corporate partners provided a team of long and short term secondees to support and accelerate the goals of this initiative.

BCG Consultant Trish Clancy was assigned as the project lead for an extended 6 month secondment. Trish is a BCG Project Leader with a particular background in public sector projects. Her experience includes working with Commonwealth and State Government departments on strategic planning, service delivery reform, organisational change and evaluation. A number of other shorter term secondees, including those from NAB, Freehills and KPMG, were involved in supporting Trish and the overall project deliverables.

"I've spent the last four months facilitating the process of developing a framework that we call the 'Living Change' framework and that's really about increasing social responsibility and opportunity available to people in education, employment and housing – I guess we've developed it in a very particular way using the Board and a number of people in the community as sounding boards."
– Patricia Clancy, BCG

The first step for the secondees was to engage with Ian Trust, Chairman of Wunan, to understand his vision and what he wanted to achieve with the 'Living Change' initiative.

Jawun is engaged in four indigenous communities across Australia and has been supporting Noel Pearson and his Welfare Reform agenda in Cape York for over 10 years now. A logical next step for the "Living Change" team in East Kimberley was to meet with Noel and some key members of the

Cape York Welfare reform team to learn from their experience. Jawun facilitated this trip which Ian Trust and the project team found invaluable. As a founding partner of Jawun, BCG also has a long history of engagement with Noel Pearson and the Cape York agenda. As such, the secondees were able to benefit from this existing bank of internal knowledge within BCG to support their work in the East Kimberley.

Essentially, the team was able to undertake the following preliminary activities to development the 'Living Change' framework and turn ideas into action. The team undertook the following key components of work:

- Facilitation and management of an extensive and ongoing engagement and community consultation process;
- Thorough policy review, through broad community consultation of the underlying incentives and support services in communities;
- Development of a government funding submission leveraging learnings from Cape York;
- Identifying resourcing requirement for the next phase of the project.

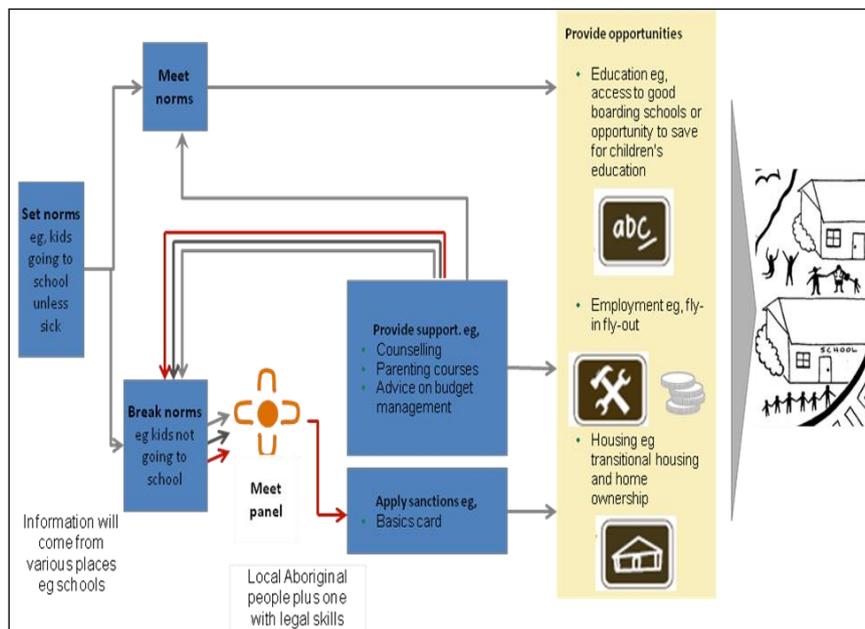
'In regards to the 'Living Change' strategy in Halls Creek, she [Patricia Clancy] has brought intricate knowledge of how it works and the necessary steps you have to undertake which we weren't aware of... which has been great'

– Ian Trust on BCG secondee Patricia Clancy

Outcomes

The culmination of the work by the Wunan team, BCG, NAB, Freehills and KPMG secondees has seen a framework developed as outlined below, with excellent community input and engagement:

'Living Change' framework



'It is essentially about breaking that dependency cycle I think it [the project with secondees support] has given us focus as to what is required to break the cyclefor me, it has given us focus as to what we've got to do and provided us with a system as to how to do it - which we didn't have before It is a systematic approach – one step at a time – all community driven'
– Ian Trust, Wunan

In June 2011, the Wunan Board resolved to approach nine communities in the East Kimberley to ask for their involvement in the next design and consultation phase of 'Living Change' and to make the submission to Government. This was an important step for the project and community consultations are continuing with very favourable responses. A draft submission, including the model and budget, has been prepared and will be submitted to Government for funding of the next stage. State funding has been gained for a new position within Wunan for the next twelve months that will continue to focus this project (and secondees) until a fully funded project team can be set up.

Next Steps

The project is currently in the pre-design phase. This phase will run until approximately September 2011 when the submission is due to be provided to WA and Commonwealth Governments. Each of the nine target communities will be approached between now and September to determine whether they will sign up for the design and consultation phase. It is expected that a response from Government will occur in late 2011, so that the design and consultation phase can progress from approximately December 2011/January 2012. The importance of the next steps of the 'Living Change' project cannot be underestimated.