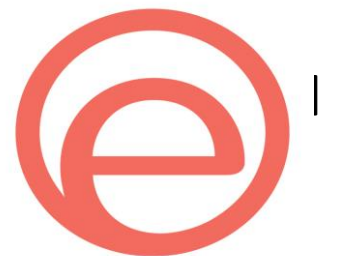




Capability Development

Phase 2 – Organisational Change Management

Jan 2024



Executive summary

01

Executive summary

Building Collective Capability



Project Enablers – Embedding the new Organisational structure through the rest of Council



Project Drivers – Lifting the capability and self-determination of the staff through the co-design and development of a place-based, person-centred capability framework



Project Collective -Sustainable impact and cross-organizational implementation – contextualised tools which enable real time, place-based learning

What we bring:

- Sustainable and committed focus to creating self-determined pathways for Woorabinda Council, people and the community
- Development of relationships with Council staff
- Commitment to enabling and working with the community-controlled sector in excess of 15 years
- Commitment to Indigenous ways of knowing doing and being leading sustainable futures

- Experience in the design of capacity and capability building activities that enable community self-determination and growth
- Expertise in the development of non-accredited and accredited training options that be delivered on country, by community
- Expertise in the development of on country training and assessment platforms for use by community * see Case Study

- Facilitating innovation and insisting on Aboriginal and Torres Strait Islander ways of knowing, doing and being in the design and development of educational content and related tools
 - Building the stories of Woorabinda into compelling learning – features the history and resilience of the community within the content
 - Creating a prototype and platform to expand and grow if successful with DESBT* grant funding
- *Department of Employment, Small Business and Training

Executive summary

Project approach

Learning from and caring for community and country is a fundamental principle of Everywhen's working philosophy and direction.

Our approach to engagement is community-led, informed through cultural authority and is contextually relevant to place and time. We facilitate opportunities for Aboriginal and Torres Strait Islander voices to lead change and generate a new discourse; reframing the ways in which we question and consider our own responsibility in creating equitable and sustainable outcomes.

We utilise organisational design and complexity theory to enable the capacity of systems and structures to respond and adapt to new ways of thinking, cultivating environments that are receptive to testing assumptions and past conditioning. Our engagement approaches are designed to create **collective impact through mutually reinforcing activities**.

We are committed to working alongside community to co-design and build greater opportunities for self-determination and local decision making. We also acknowledge the obligatory governance structures and compliance landscape which direct the local government policy landscape.

Self-determination through the transfer of power and resources to community is a primary motivator for the change we hope to be a part of.

Partnering with strong Aboriginal leaders to set teams up for success with strong leadership informs our working practice and commitment to real outcomes for community.

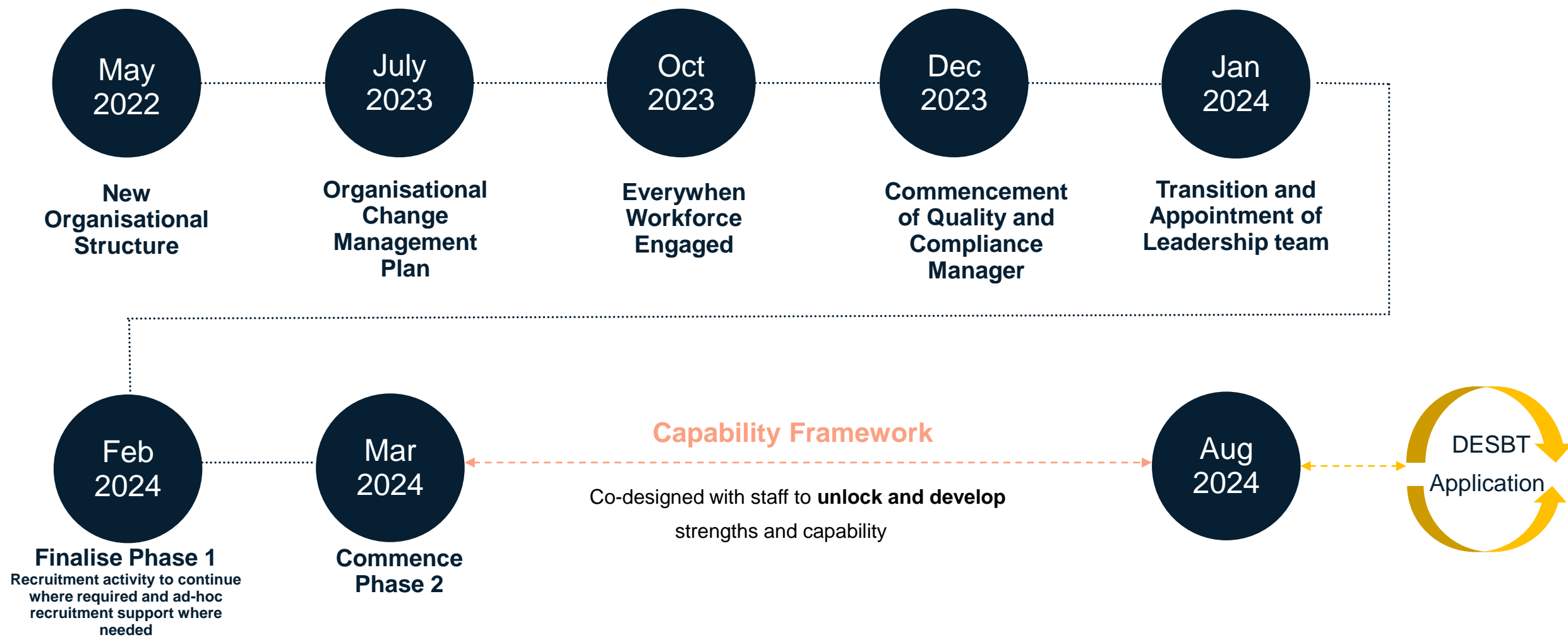
Deliverables

- Gap Analysis
- Roadmap
- Capability Framework
- Tool Prototype and Artifacts

**Background
and context**

02

Change Management Journey to date..



Proposed Methodology

| Date | March – Apr 2024 | May-Jun 2024 | Jul-Aug 2024 |
|------------------|--|--|--|
| Stage | Stage 1 – Build and Co-Design | Stage 2 – Consult and Implement | Stage 3 – Innovate and Grow |
| Activities | <ul style="list-style-type: none"> Research and synthesise existing operating models of collective capability and capacity building within community, with specific application and acknowledgement of Woorabinda's historical context and a trajectory for self-determination Meet with CEO and core management team to workshop self-determining principles for the design of an organisational capability framework Identify key elements of framework that will support current Corporate and Operational plans, targets and measurements of success for Council Design skeleton capability framework to test and validate with CEO and management team – this embeds the direction Develop principles of continuous improvement, quality and performance within framework – this embeds self-determined best practice Develop process for cascading initial design of framework across team. Seek feedback through varied mechanisms, including face-to-face consultation, workshops and surveys. | <ul style="list-style-type: none"> Assess evidence gathered in Stage 1 to determine current learning and development needs and seek validation from management team and CEO Define the gaps, opportunities and priority areas for learning when assessing current state to future state. Develop a priority list of learning opportunities for each team and validate with Functional leader Map development of capabilities to Framework outcomes and performance measures to ensure growth in learning is aligned with corporate and operational objectives Develop roadmap to Future State (identify short, medium, and long-term goals aligned to priority areas of development and capabilities) Re-engage with core management team and CEO to confirm direction and validate framework alignment with the core principles of collective capacity building Re-engage with selected and nominated staff members to confirm individual learning and development plans and artifacts associated with the Capability Framework meet are meeting individual, team and organisational needs Establish mandatory minimum learning requirements for all staff | <ul style="list-style-type: none"> Utilise knowledge gained in Stage 2 to identify specific training needs Conduct desktop research State-wide and Nationally to identify specific learning and development tools and resources that align with building self-determined and collective capability Develop, in consultation with the CEO, a checklist of organisational needs across in-service opportunities, remote access, low literacy levels etc Test and develop a variety of online and in-person options that will enable self-directed learning and is contextualised to community, place, and time Engage with Woorabinda elders and community to ensure local knowledge and Aboriginal ways of knowing, doing and being are incorporated into learning tools Develop, where possible, unique tools for learning that celebrate the history and resilience of the Woorabinda community Test and iterate with core and selected team members |
| Key deliverables | <ul style="list-style-type: none"> Draft Capability Framework | <ul style="list-style-type: none"> Gap analysis. Roadmap Final Capability Framework | <ul style="list-style-type: none"> Tool prototype and development Summary of Additional Recommendations |

Investment

The opportunity to continue working with Woorabinda Shire Council is a highly valued proposition for Everywhen Workforce. Supporting self-determination in community is a primary driver for our work and observing teams grow in strength and solidarity infuses our commitment to exceptional quality and high performance.

The costed amount for the co-design and development of a Capability Framework in addition to associated tools is \$37,200+gst.

This cost includes travel and associated expenses for 2x visits to Woorabinda during the engagement.

Thank you for the opportunity to support the Woorabinda Aboriginal Shire Council team in their learning and development journeys through this next phase of change management.
