

Standing Offer Arrangement no. QGCPO 878-13

For the provision of Professional Services
(Management & Procurement) by Contractors &
Consultants to the Queensland Government

DCDSS031

Readiness Assessment Pathway and Tools-
Aboriginal and Torres Strait Islander Remote and
Discrete Communities

Topic	Details
Customer Requirements	Customer requirements are set out in PwC's Indigenous Consulting's proposal (attached).
Contract term / Delivery Period	This is the period of the individual Contract, when the Contractor must provide the Goods or Services: Commencement: 2 January 2019 Completion: 30 September 2019 Extension Options: Not applicable
Customer Inputs	Linkages to Aboriginal and Torres Islander communities for the purposes of fulfilling the customer requirements DATSIP and government stakeholder engagement list – identifying key stakeholders, their roles and relationship to the project Other additional background and support documentation to ramp up project understanding. Final or working documentation of previously completed research into authorising bodies, pathways and tools. DATSIP or service reform branding guidelines to inform the visual elements of the assessment pathways and tools. PIC will work with DATSIP to acquire ongoing project inputs to inform project contextualisation.
Key Personnel	Irrelevant information

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Topic	Details																									
	Irrelevant information Please note: Additional PIC resources may be used to deliver the required outcomes for this Scope of Work. The total Price payable under the Contract must be calculated in accordance with the pricing in the SOA. Pricing is Fixed / Firm - \$247,500 (incl. GST) Pages 41-43 contain detailed assumptions and pricing methodology Approved Expenses – Travel and ancillary expenses will be reimbursed by the Department (as agreed with the Department) and are not included in the fixed price above. PIC has followed the suggested invoicing timeframe as suggested by DATSIP on the Standing Offer Arrangement no. QGCPO 878-13. For more detail refer to the proposal submitted by PIC. Example Milestone Schedule: <table><tr><th>Invoice</th><th>Milestone and description</th><th>Success criteria</th><th>Amount in GST</th><th>Est invoice date</th></tr><tr><td>1.</td><td>Within one month of execution of the Agreement.</td><td>Contract signing</td><td>\$ 24 000 9.7% of final fee</td><td>26 April 2019</td></tr><tr><td>2.</td><td>Within one month of submission of the project plan.</td><td>Final Project Plan</td><td>\$ 48 000 19.4% of final fee</td><td>6 May 2019</td></tr><tr><td>3.</td><td>Within one month of completion of the Design workshop with the Department.</td><td>Completion of the design workshop</td><td>\$ 60 100 24.2% of final fee</td><td>1 June 2019</td></tr><tr><td>4.</td><td>Within one month of the acceptance by the Customer of the draft community readiness assessment tools and/or resources to enable communities</td><td>Draft design of community readiness assessment tools and/or</td><td>\$ 24 000 9.7% of final fee</td><td>14 June 2019</td></tr></table>	Invoice	Milestone and description	Success criteria	Amount in GST	Est invoice date	1.	Within one month of execution of the Agreement.	Contract signing	\$ 24 000 9.7% of final fee	26 April 2019	2.	Within one month of submission of the project plan.	Final Project Plan	\$ 48 000 19.4% of final fee	6 May 2019	3.	Within one month of completion of the Design workshop with the Department.	Completion of the design workshop	\$ 60 100 24.2% of final fee	1 June 2019	4.	Within one month of the acceptance by the Customer of the draft community readiness assessment tools and/or resources to enable communities	Draft design of community readiness assessment tools and/or	\$ 24 000 9.7% of final fee	14 June 2019
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Price / approved expenses																										
The quote must be in AUD, be GST inclusive where applicable and identify the GST value.																										
Payment milestones																										

Topic	Details				
		to assess their position on the pathway and against the criteria, including: the barriers to progress, the additional capacity required to address barriers and enable progress along the pathway.	resources		
	5.	Within one month of the 'Gathering' community event.	Final designs of support tools	\$ 36 000 14.6% of final fee	14 July 2019
	6.	Within one month of delivery of high-level implementation strategy.	Submission of high-level implementation strategy	\$55 400 22.4% of final fee	23 August 2019
Contract governance requirements	Travel and ancillary expenses will be invoiced as incurred (as described above).				
	The contract will be managed by DATSIP by a Project Control Team (PCT) comprised of representatives from:				
	• DATSIP LTC Central Office • DATSIP Central Queensland • DATSIP North Queensland; and • DATSIP Government Coordination				
Confidentiality / Privacy and Personal Information	PIC will attend by teleconference <u>weekly co-design meetings</u> from project inception to Delivery of the Implementation strategy and plan. with the DATSIP LTC project team. These meetings will be held at <u>2pm each Monday</u> or at such other time as may be organised from time to time.				
	PIC will also provide presentations as required to the Joint Coordinating Committee (JCC) and the Local Thriving Communities Interdepartmental Committee (LTC IDC).				
Escalation of Complaints	YES, Deed already provided				
	If "YES" the Contractor must complete and attach a Deed of Confidentiality and privacy in a form provided by the Customer, which will be relied upon under the Contract.				
	Issues or complaints can be escalated to: Customer: Name: Kathy Parton Position: Deputy Director-General				

Readiness Assessment Pathway and Tools
– Aboriginal and Torres Strait Islander
Remote and Discrete Communities

*Department of Aboriginal and
Torres Strait Islander
Partnerships*



10 April, 2019

PwC's Indigenous
Consulting

John Bray
Executive Director
Department of Aboriginal and Torres Strait Islander Partnerships
RFQ response submitted electronically via john.bray@atsip.qld.gov.au

Dear John,

RE: Readiness Assessment Pathway and Tools – Remote and discrete Aboriginal and Torres Strait Islander communities

PwC's Indigenous Consulting (PIC) thanks the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) for the opportunity to respond to this Request for Quote (RFQ).

As an Indigenous business, PIC is excited by the reform agenda of the current Government, and about the potential to work with DATSIP to drive positive outcomes for Queensland communities, stemming from the recent Queensland Productivity Commission's Inquiry into remote and discrete service delivery.

We also appreciate and acknowledge the Department's commitment to the Queensland Indigenous Procurement Policy (QIPP) and providing PIC with the opportunity to tender for this project. PIC is very proud of its journey, having commenced in October 2013, and now employs 55 staff, 64% of whom are Indigenous.

During this time, **PIC has completed over 400 projects across the country, making contact with 600 communities**, and has a proven ability to manage complex projects for Government. PIC has also built considerable design expertise since its inception. We have successfully delivered a large range of design projects around the country, mostly in Indigenous affairs, including major reform pieces of work. **Our team's expertise and delivery was recognised with a Good Design Award in 2017 for Public Sector Design and a Best of the Best Design Award from the Australian Taxation Office.**

The enclosed proposal provides detail of our proposed approach and experience. We thank you again for this opportunity. We are available to discuss our proposal with you to ensure that our proposed approach meets your needs. Should you have any questions regarding our submission, please contact Georgina Richters on [redacted] or [redacted] s49 sch4 at your convenience.

Yours Sincerely,

[redacted]
Gavin Brown
Co-CEO

PricewaterhouseCoopers Indigenous Consulting Pty Limited ABN 51 165 106 712
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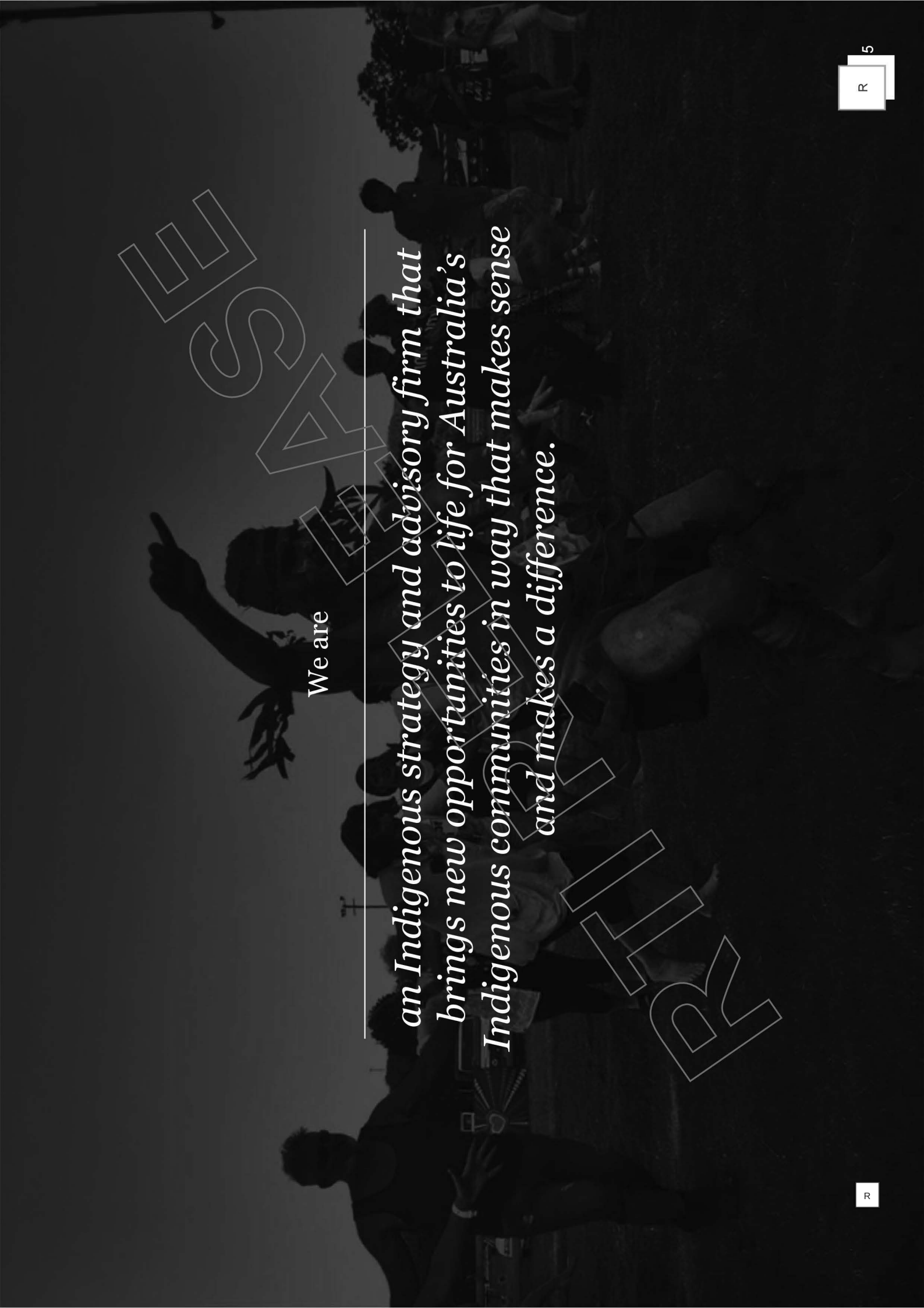
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Our purpose

To build sustainable futures for Aboriginal and Torres Strait Islander peoples and communities



We are

*an Indigenous strategy and advisory firm that
brings new opportunities to life for Australia's
Indigenous communities in way that makes sense
and makes a difference.*



We bring

An ability to meet your requirements

PIC is an Indigenous business

55 staff. 60%+ Indigenous staff

7 PIC hubs serve nationally

QIPP Compliant + Supply Nation
Certified

We have worked with Aboriginal and Torres Strait Islander communities from across Australia

600+ communities relationships
developed in projects across
remote, regional, rural and urban
centres across Australia

We have a user centered design team focussed on the delivery of culturally appropriate design and research projects

Awarded Good Design Australia
award (2017) for our work with the
Australian Tax Office

1

*Our understanding of
the project*



Background

Reform background

The Queensland Government has embarked on a journey to reframe the relationship between government and Aboriginal and Torres Strait Islander Queenslanders. Part of this journey stems from the Queensland Productivity Commission (QPC) Inquiry into Service Delivery in remote and discrete Aboriginal and Torres Strait Islander communities.

This Inquiry produced a report which recommended major reform, across three key areas:

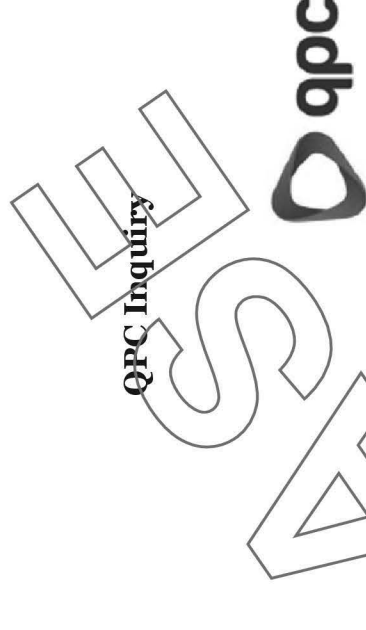
1. Structural reform: to (among other things) transfer accountability and decision-making to regions and communities;
2. Service delivery reform: to better focus on the needs of people through fit-for-purpose models of delivery; and
3. Economic reform: to enable economic activity and promote sustainable community development.

Project context

DATSIP is seeking to engage a consultant to assist with Structural Reform, as noted above, specifically in implementing Chapter 7 “Structural Reform”, Recommendation 2 and 3 in the QPC inquiry. Specifically, the Department is seeking assistance to co-design resources and/or tools to assess the readiness of communities to undertake these reforms. This co-design process will include co-design sessions with up to four (4) remote and discrete Aboriginal and Torres Strait Islander communities in Queensland.

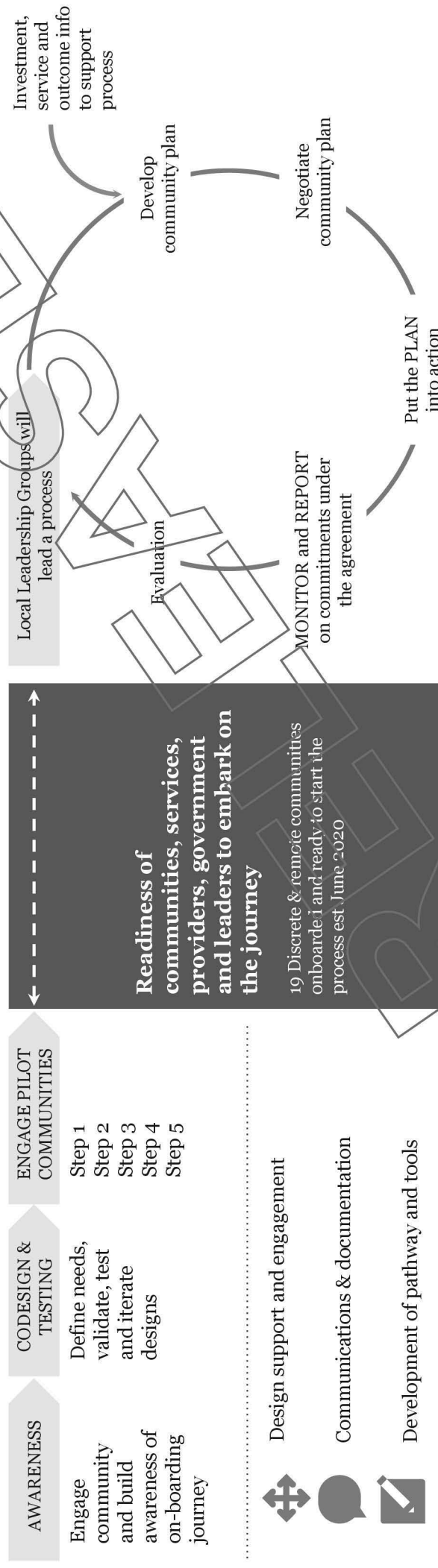
This community assessment readiness tool will take into consideration:

- the three key factors for successful change in relation to community development outlined in the report:
- *the acceptance of the need for change* – the extent to which those who will be affected by reform or policy change accept the need for change and the implications of change;
- *the authority to make change* – the support needed to effect reform or policy change or build state capability (political, legal, organisational and personal); and
- *the ability to undertake change* – focuses on the practical side of reform or policy change, and the need for time, money, skills and the like to even start any kind of intervention.
- the capacity for communities to accommodate for the fact that different communities are at different stages in their readiness for change and how best to support this journey to achieve positive, lasting outcomes.



In scope deliverables

PIC understands that this discrete project is part of a bigger service reform journey that involves transforming how communities, government and service providers work together. The below diagram shows the in scope and out of scope deliverables for this project. The diagram incorporates high level documentation from DATSIP and proposed community engagement phases. These will be further refined through the design process.



In scope for current project

PIC's role in this project is to support and provide advice to DATSIP in developing an:

- engagement and readiness process;
- readiness pathways and support tools; and
- validating the above tools with up to four communities

As stated in the contract these will include the completion of activities and deliverables.

**PIC will not be providing legal counsel services in reviewing the tools or ongoing community readiness legal support services.*

Out of scope

PIC will not be responsible for supporting the total 19 communities, service providers or government departments in getting to the readiness stage to implement this service reform.

Risks - while not in scope for this project, PIC notes a greater risk in getting government departments ready to for the start of the service reform by June 2020.

Out of scope

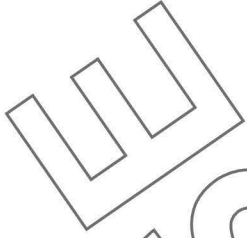
While some of the project communications and frameworks developed in this project may reference the local decision making process, PIC understands that there will be work required beyond the scope of this proposal to detail the process, support and relevant tools to empower local decision-making. PIC will not be responsible for:

- developing and refining the approach to service reform
- developing support tools and templates
- implementing the service reform process
- providing ongoing support to communities, government and service providers participating in the service reform process.

Project Deliverables

Project deliverable / Activity	Possible timeframe*
PIC will coordinate a Project Inception Meeting with the DATSIP Project Team to develop a project plan that will detail the project methodology, deliverables and timelines. Additionally, the Project Plan will include a Community Engagement Plan that includes an engagement strategy for identifying and engaging communities to co-design the community readiness assessment tools and/or resources and for the co-design and validation sessions.	8 May 2019
Interviews with Subject Matter Experts and other key project stakeholders.	13 May 2019
Identify and engage up to four remote and discrete Aboriginal and Torres Strait Islander communities.	28 May 2019
Design workshop with the Department	Week starting 28 May 2019
Synthesise and develop draft community readiness assessment tools and/or resources to assess a community's progression on the pathway against key criteria including: the barriers to progress, the additional capacity required to address barriers and enable progress along the pathway.	14 June 2019
Validation sessions with up to four remote and discrete Aboriginal and Torres Strait Islander communities.	June – July 2019
Finalise Community Readiness Assessment Tools and/or Resources	9 August 2019
Final high-level implementation strategy for the community readiness assessment tools and/or resources.	23 August 2019

* actual timeframe will be finalised as a part of the ongoing co-design process with communities and government



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Our methodology

Five pillars to PIC's approach to working with stakeholders, including Aboriginal and Torres Strait Islander communities

1. Storylines

People, Families, Communities, Governments, Corporates – all have storylines. These storylines provide meaningful insight into why certain beliefs are held, and why certain relationships exist (or do not exist). Through our networks and personal connections, PIC is often able to begin engagements with an initial view of the underlying dynamic of a community – providing a solid foundation for engagement.

2. Respect

Perhaps the most valued commodity in Aboriginal communities, mutual respect is required in order for Indigenous Organisations to share true, controversial and sometimes hurtful information. This information is required to enable the formulation of effective outcomes.

3. Understanding

We appreciate that Indigenous Organisations are often complex, and there can be deeply embedded beliefs and structures built over time. Our philosophy is one grounded in an understanding that individuals, organisations and communities contain enormous wisdom, and that we must search for and find this to inform our thinking before we can properly analyse issues in any detail.

4. Engagement and ownership

Organisational ownership is essential for any lasting change to take place. Well-considered and well-reasoned strategy will not deliver sustainable outcomes unless buy-in is developed by the organisation's constituents – this is core not only to the delivery of quality services, but to building the capacity of the organisation.

5. Experience

Our teams are experienced in stakeholder engagement that requires effectively supporting groups to reach an appropriate level of consensus around their priorities and direction through focusing on perspectives that are central to achieving effective and relevant outcomes, aligned to the organisation's purpose.

“We understand the wisdom that exists within Indigenous communities and organisations.”
PIC Co-owners

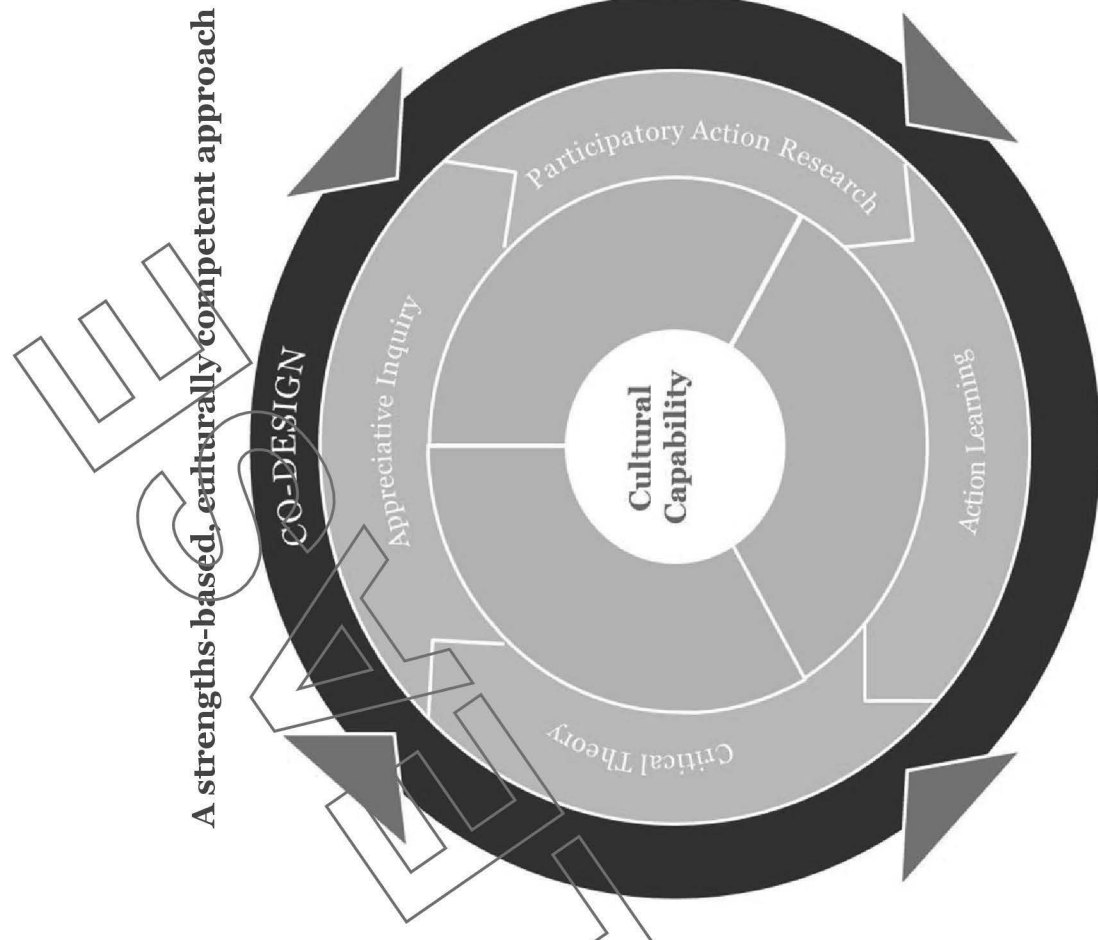
Co-design: what...

The primary method to gather qualitative and experiential data during this project will be co-design. Co-design is a form of human-centred design (see next slide). It can be thought of as **having the right people in the right environment asking the right questions, at the right time**. Co-design is inherently participatory, with a key ethos of **‘do nothing for me without me’**.

Co-design helps bring the stakeholder voice to project design, delivery, evaluation and review. Co-design recognises that each person/community has a different set of needs based on their unique circumstances, and that these needs must be considered.

PIC recognises that achieving sustainable improvements in Aboriginal and Torres Strait Islander communities is an ongoing challenge; as such PIC’s project methodology is a commitment to ‘do things differently’ to engage with stakeholders in co-design and enable stakeholders to feel ownership of the solution. To fulfil this commitment PIC will:

- › Undertake an authentic Co-Design Approach, which includes having the stakeholders, users and people in the system at the centre of reviewing, designing and developing resources and tools
- › Utilising a mixed methodology of co-design, appreciative inquiry, participatory action research and critical theory to ensure project engagement and success
- › Use its extensive social capital to ensure the right people are being engaged properly throughout the life of the project in a culturally inclusive and respectful way.



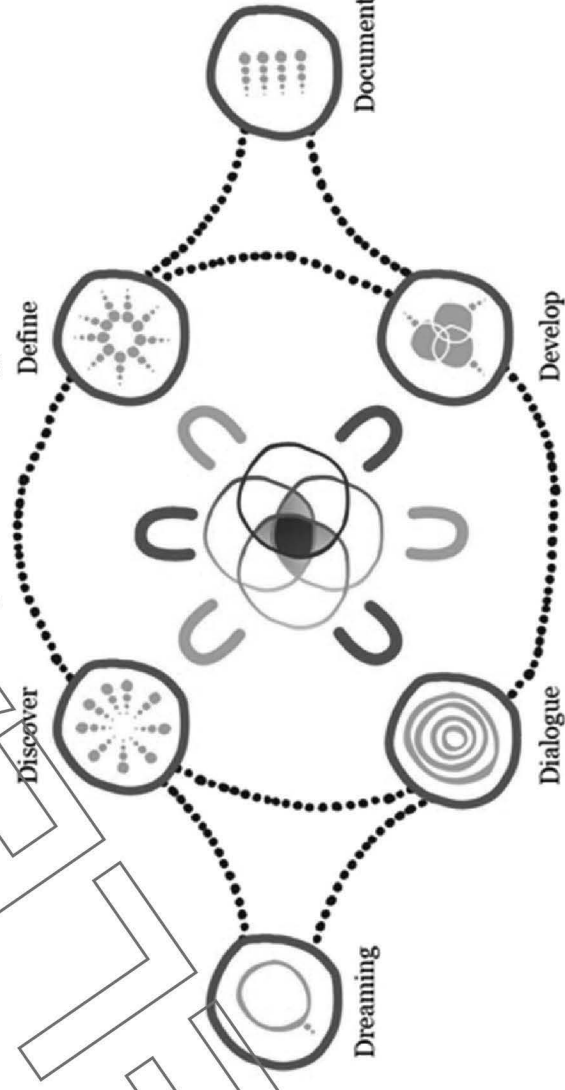
A strengths-based, culturally competent approach

Co-design: how...

PIC's design process brings together Indigenous design knowledge with user centred design methodologies through a six phase process which is outlined below.

- **Dreaming**
Build an awareness and make preparation for the design process.
- **Discover**
Conduct research to gain knowledge specific to the challenge (Divergent thinking). This can be done through conducting desk and field research.
- **Define**
Analyse primary research data to understand key themes and insights (Convergent thinking).
- **Develop**
Build and prototype future state service, product or experience (Divergent thinking).
- **Dialogue**
Gather feedback and iterate designs through a process of dialogue of co-creation.
- **Document**
Distill the processes, outcomes and collateral in engaging deliverables.

PIC's design methodology



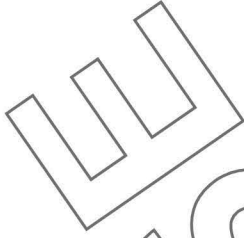


We have developed our own methods drawing from Indigenous, design and research methodologies

Drawing from different sources of knowledge, we have developed a method card repository from which we can build custom approaches and deliverables bespoke to your project needs. Our current method repository comprises of over

50 different methods

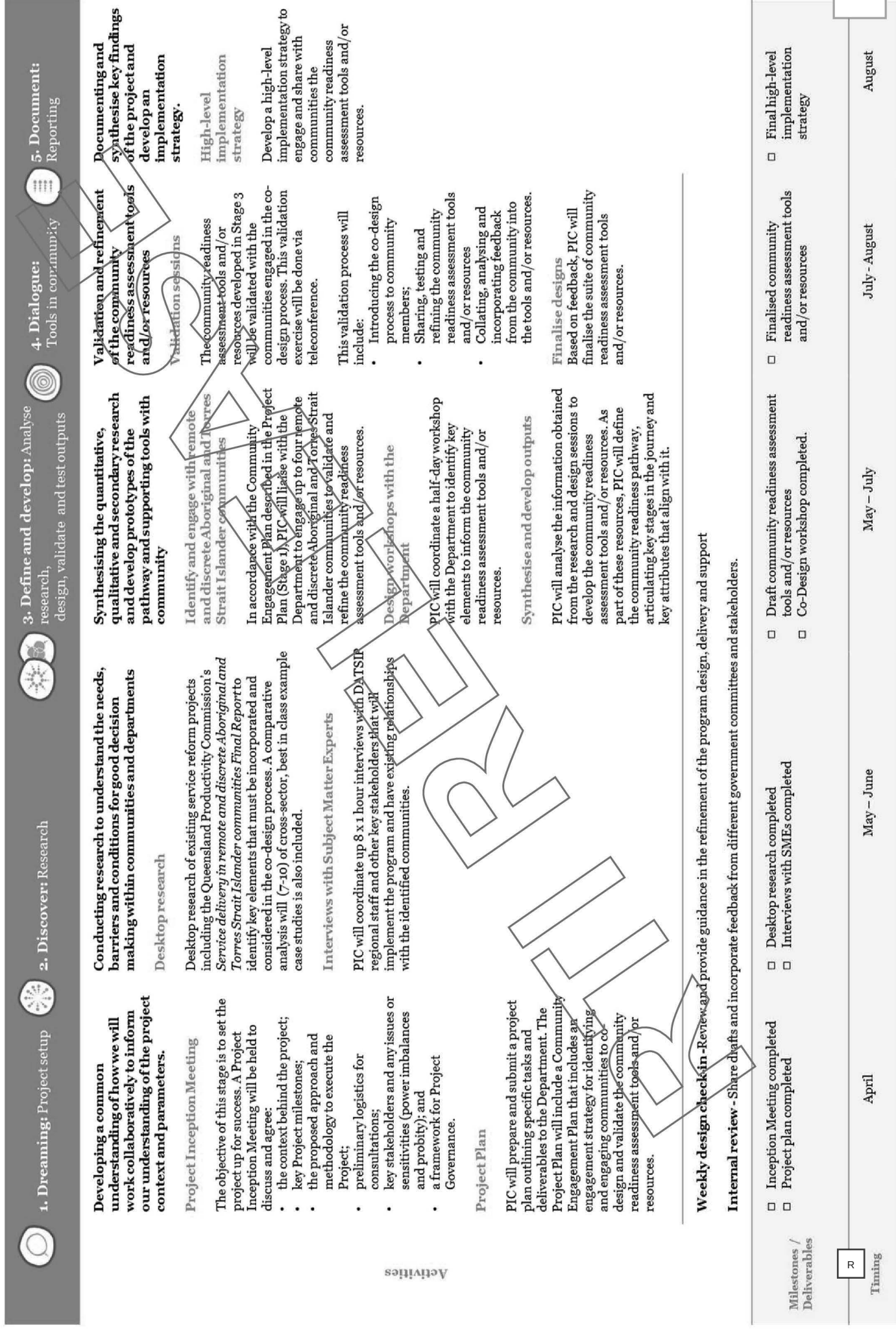




3

Our approach

Our approach



Approach contd.



1. Dreaming: Project setup

This phase aims to learn and document design attributes or components which can inform the design process to create a consistent narrative, program assets and comms for the service reform.



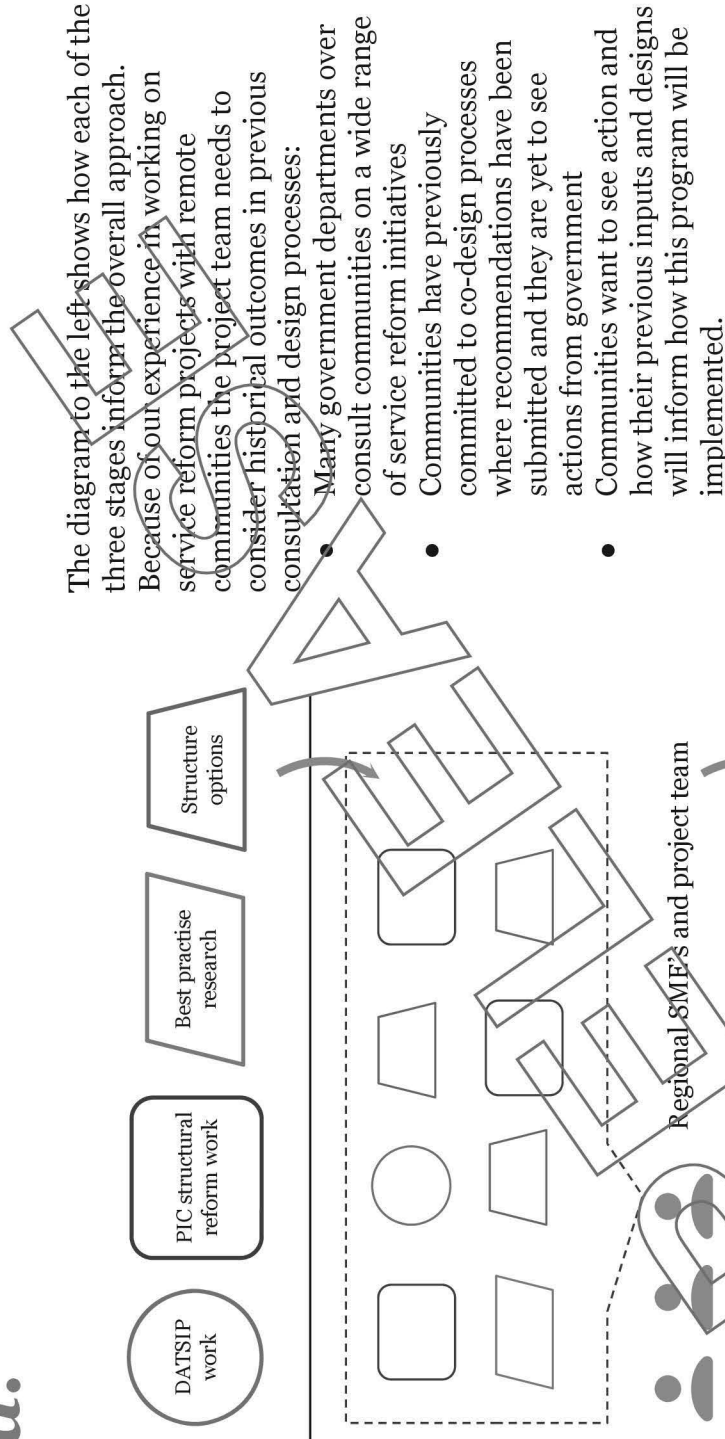
2. Discover: Research

This phase engages regional directors and SME's to understand the on the ground delivery context to co-design and engagement pathway for the project. Guided by their expertise, this phase aims to understand the parameters and steps for representation and develop the tools, communications and engagement process to test and validate with community.



3. Define and develop: Analyse research, design, validate and test outputs

This phase aims to bring communities together to validate the developed tools and/or resources. By prototyping and testing the developed framework in scenarios, communities will refine the developed tools and tailor their preference for ongoing engagement support. PIC will consult with communities through validation sessions that will bring PIC's expertise to support and explore alternative engagements to validate and iterate the framework and its outputs.



From Phase 1-4: DATSIP internal engagement

Establishing ways to engage the project team and key stakeholders will keep them up-to-date, provide more opportunities to share good stories, troubleshoot departmental barriers and create wider buy in to the process.

Key activities:

Stakeholder review

Bringing internal stakeholders on the development journey from start to end of the project provides opportunities for feedback, risk mitigation and builds internal assurances in the process.

DATSIP will guide PIC on whom to engage during this design process. From our initial conversations, DATSIP has identified the possibility of engaging with the following bodies:

- **Joint Coordinating Committee (JCC)** - The JCC is a combined state, commonwealth and community committee that aims to drive the reform program.
- **Government Champions for the relevant communities** – Director-Generals and Queensland Government Ministers are assigned as the champion for each of the communities. DATSIP currently co-ordinates this program and will work with PIC on scheduling the engagement.
- **Thriving Communities Interdepartmental Committee (TCIDC)** - this group has senior members of all relevant Queensland Government agencies and has been meeting and developing the service reform agenda for some time. These agencies are critical to the ultimate success of the central intent to move to a more devolved service delivery architecture.

**Depending on timing and resourcing PIC and the project team may explore different channels and methods to engage stakeholders*

Weekly design check-ins

PIC will lead a weekly design conversation with members of DATSIP's project team to provide guidance and advice to build the design capability of the project team. These calls may also include regional staff or anyone interested in the project team.

Key deliverables

☐ Weekly design check-ins

Phase 1: Dreaming - Project setup

Developing a common understanding of how we will work together and undertake preliminary research to build our understanding of the project context and parameters.

Project scoping and establishment

- Confirm project governance and programme
- Form the project team between PIC and the DATSIP internal team. Setup roles, responsibilities and operations.
- Initial internal stakeholder consultations with the DATSIP team and relevant internal stakeholders to understand stakeholder expectations

Project plan

- PIC will document a project plan from the meeting outlining key activities, methodology and timelines
- The Project Plan will also incorporate a Community Engagement Plan that includes an engagement strategy for identifying and engaging communities to validate the developed community readiness assessment tools and/or resources.

Key deliverables

- ☐ Project Plan including Community Engagement Plan

Phase 2: Discover - Research

This Project Phase is focussed on conducting primary research to understand the needs, barriers and conditions for good decision making within communities and departments.

Key activities:

SME DATSIP regional engagement manager consultations x 4

- PIC designers will conduct phone SME interviews with DATSIP regional managers that work with the identified regional communities and have a strong understanding of what is required of a community readiness assessment tool (up to 4 x 1 hr interviews)
- A representation from this cohort will help the project team understand the role the project team plays in facilitating this aspect of the service delivery reform and level of support they need to facilitate this process.

**PIC recommends conducting these interviews without DATSIP central office staff to create a safe space for DATSIP members to voice their ideas and concerns*

SME consultations with other departments x4

- PIC designers and the DATSIP team will conduct phone SME interviews with state and federal government representatives that have worked with local authorising bodies to understand their processes of establishment, best practice and their terms of reference with government. (up to 4 x 1 hr interviews - can include representatives from LGAQ)

Having established connections with a range of state and federal department in our previous work, PIC will leverage our existing relationships to coordinate these interviews.

Key deliverables

- ☐ Completion of SME Consultations

Demonstrated example: Department of Health and Human Services (VIC) - Prioritisation of Aboriginal Funding -

Project Overview

In July 2017, the department commenced implementation of its new funding policy, Supporting Aboriginal self-determination: Prioritising funding to Aboriginal organisations.

Project Overview

PIC was engaged to develop an implementation plan to support the Department in implementing the Supporting Aboriginal self-determination: Prioritising funding to Aboriginal organisations policy. PIC:

- identified and mapped the existing funding;
- developed a set of definitions of funding to conduct the mapping component of this project;
- held a co-design workshop with key Aboriginal service organisations, as well as a range of interviews with individual and group sessions across the Department, to inform the development of the implementation plan; and
- developed and refined an implementation plan to facilitate the transition of funding between mainstream organisations and Aboriginal organisations.

Outcomes

PIC developed a set of recommendations to maximise implementation success to ensure that the intent of the policy is met through a sequenced and staged approach where risks are minimised. This included a detailed mapping analysis, implementation plan, communication strategy, organisation support tools and an evaluation and monitoring framework.

Phase 2: Discover - Research

Desktop research

Understanding that there has already been significant research completed in preparation for this project, PIC will review previously developed sources and ongoing project drafts to build our understanding of the project and inform questioning and activities for the primary research. The desktop will also include:

- **Research into previous service reform projects** - PIC will research previous service reform projects conducted by Queensland government departments. The aim is to understand the actions and recommendations from previous implementation plans in order to distil and document a consistent narrative, language, actions and ideas for this project.
- **Comparative analysis** - PIC will lead and support a comparative analysis and document 7-10 best in class examples of self guided assessment frameworks and tools to provide cross-sectoral ideas and inspiration for the development of the project deliverables.
- **Environmental scan of governance structures and practices** - PIC will lead and support an environmental scan and analysis of official and informal governing bodies to provide communities a range of options in the assessment pathway. PIC will work with DATSIP to define the number of examples to research.

** The case studies will be developed for internal and external purposes which aims to build an understanding options with community members and provide assurances to other government departments.*

Phase 3: Define and develop - Analyse research, design and test outputs

Design workshop with the project team and regional managers

PIC proposes to conduct an internal co-design community familiarisation session with the DATSIP regional managers of the identified pilot communities and the Project Team to discuss PIC's principles of engagement, safety, concerns, agenda and consultation activities.

The co-design session will be informed by:

- developed documentation from the DATSIP project team;
- findings and considerations from service reform review;
- inspiration from comparative analysis; and
- key themes identified through consultations with SMEs.

The proposed outputs of the co-design sessions will be:

- documented design principles for the engagement process;
- prototype/s of the engagement journey for communities;
- prototype/s of key communications and support; and
- prototype/s of pathway and tools and/or resources.

The team will document and develop these outputs for the Dialogue phase of this project.

** PIC may engage with regional SME's to further refine the deliverables for testing.*

Key deliverables

- ☐ Design workshop with the Department

Demonstrated example: Murdi Paaki Regional Assembly - Governance workshops

Project Overview

PIC worked with the Murdi Paaki Regional Assembly (MPRA) to develop a Governance Handbook to ensure good governance is practiced across the district.

Client Situation

Murdi Paaki Regional Assembly (MPRA) is the peak representative structure that represents the interest of Aboriginal and Torres Strait Islander people in 16 communities across Western NSW.

MPRA and its membership of Community Working Parties, CWP's, form the governance framework that provides strategic engagement and coordination from Australian and NSW Governments and service providers for the delivery of services and programs against priorities determined by Aboriginal people through a comprehensive planning process. After some years of activity, membership was extended to include 4 Young Leader representatives who change from time to time and representatives from the 3 zone Land Council representatives covered by the Murdi Paaki Regional Assembly area.

Outcomes

The Governance Handbook will enable the Murdi Paaki Regional Assembly to have strong governance for the coming years, providing opportunities for standardisation across Assembly and community meetings. The Handbook outlined the roles, responsibilities and rules that govern members of the Assembly in order to continue to practice Good Governance. Good governance means we are able to continue to provide for our communities and to be the voice that enables our communities to realise true self determination.

Phase 3: Define and develop - Analyse research, design and test outputs

Synthesising the quantitative, qualitative and secondary research and develop prototypes of the pathway and supporting tools with community.

Activities

Synthesise and develop outputs

- Informed through the research, PIC and the DATSIP team will analyse data to map the behaviours and needs of communities.
- Drafting of the community readiness pathway by articulating each stage and its attributes.
- The team will generate ideas of how to best communicate the pathway and develop prototypes of supporting tools designed specifically for use in communities.

Identify and engage with up to four remote and discrete Aboriginal and Torres Strait Islander communities to validate and refine the community readiness assessment tools and/or resources

**PIC will work with DATSIP project team to frame this and subsequent engagement sessions in the community engagement plan.*

Key deliverables

- ☐ Develop draft community readiness assessment tools and/or resources
- ☐ Identification and engagement of up to 4 remote and discrete communities

Demonstrated example: Australian Taxation Office - Cash Flow Coaching Kit - Phase 1

Client Situation

The ATO sought a tenderer to develop an innovative cash flow coaching package to empower business advisors to have better cash flow conversations with their clients.

Project Overview

PIC was engaged to lead a collaborative team to deliver an education package for small business to help them improve their cash flow. By addressing this key cause of business difficulty, PIC assisted the ATO to help small business position themselves for success. PIC undertook a user-centred design approach, working through 9 weekly sprints, to deliver a set of resources which empowered small business and their advisors. Drawing on our combined expertise in co-design, user experience, financial management, business advisory and agile project management.

The project consisted of initial framing, consultation and a subsequent series of user design sessions. In these sessions, small businesses and their advisors were invited to design an education package that would add value to small businesses and their advisors. The education package was provided under open licence to small businesses and their advisors through government channels.

Outcomes

Results from the scaled pilot showed the Program brings structure to discussions about cash flow. The clear, simple and action-oriented content makes informed decision making easier. The visual nature of the Cash Flow Canvas makes it easier to see cash coming in and going out of the business. This project was recently awarded the [Good Design Awards 2017 Selection in Public Sector Design](#).



Phase 4 - Dialogue: Validate and refine tools through community consultations

PIC will consult with the identified communities to test and validate the community readiness assessment pathway and tools and/or resources. Depending on timing and scheduling the dates of deployment may be shifted.

Activities:

Validation Sessions

- The community readiness assessment tools and/or resources developed in Stage 3 will be validated with the communities identified in Stage 3.
- The validation process will include:
 - Introducing the co-design process to community members;
 - Sharing, testing and refining the community readiness assessment tools and/or resources; and
 - Collating, analysing and incorporating feedback from the community into the tools and/or resources.

Finalise designs

Based on feedback obtained, PIC will finalise the suite of community readiness assessment tools.

Key deliverables

- ☐ Validation of tools in pilot communities
- ☐ Final community readiness assessment tools and/or resources.

Demonstrated example: Prime Minister and Cabinet - Indigenous Enterprise Fund support

Client Situation

Under the Indigenous Advancement Strategy through the Department of the Prime Minister and Cabinet, \$900m in grant funding was made available to support Indigenous businesses to develop and grow.

Project Overview

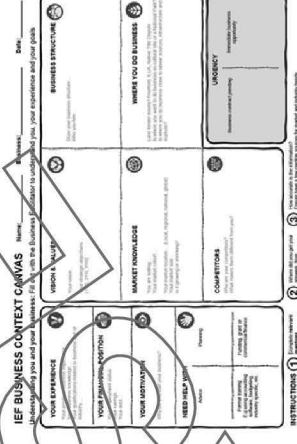
PIC was firstly engaged as part of a pilot program, providing support across Australia, and then under a 12-month contract with the Department to provide services across the Northern Territory. As part of this engagement, PIC developed conversation tools and provided business advisory services and assistance including:

- Provision of tailored business advice to assist businesses in identifying potential business opportunities, planning for sustainability and accessing appropriate commercial finance. This advice included running business and strategic planning sessions to workshop opportunities, challenges and provide recommendations as to a viable path forward.

- Financial modelling and forecasting and analysis of business' viability for grant funding, which involves consideration of the operational and funding models that support the ongoing growth and development of organisations.
- Analyse businesses' operational effectiveness, across processes, procedures, costing and pricing levels, and work with them to identify opportunities for improvement.
- Assisted businesses in writing grant applications.
- Support provided to Prime Minister and Cabinet staff to build their capacity to better assist the Indigenous businesses they are working with.

Outcomes

PIC worked with over 40 businesses, to support them to establish, build capacity and grow.



Stage 5 - Document: project reporting

This Stage of the Project is focussed on documenting and synthesising the key findings of the project into a high-level implementation strategy for DATSIP to engage with communities with the community readiness assessment tools and/or resources.

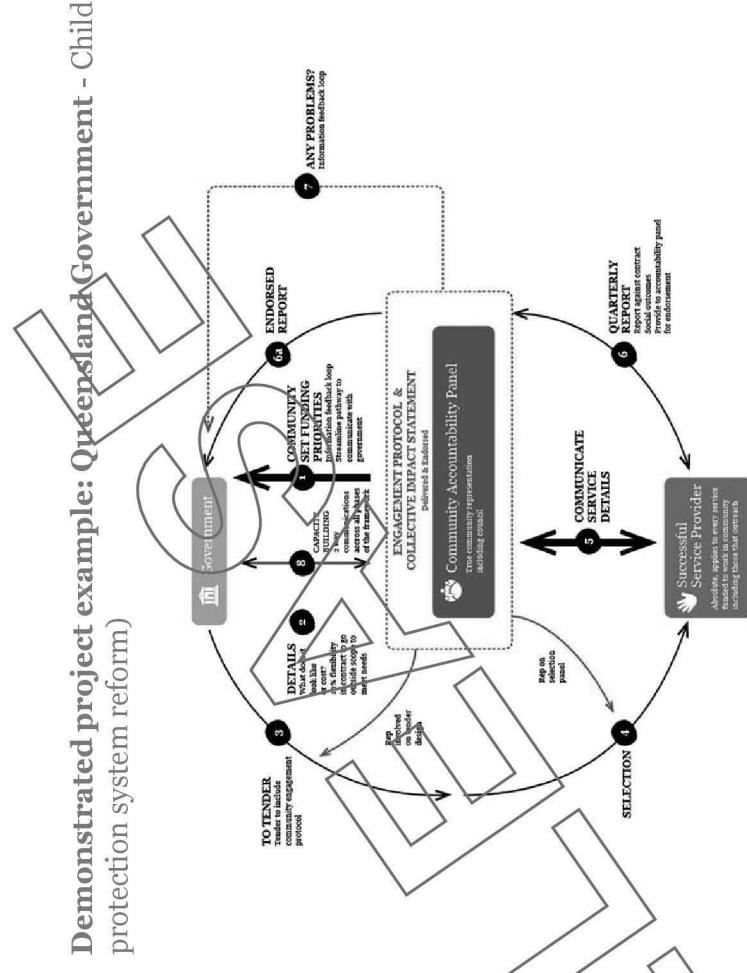
Activities

High-level implementation strategy

- PIC and the DATSIP will develop a high-level implementation strategy for the community readiness assessment tools and/or resources.

Key deliverables

- ☐ High-level implementation strategy for the community readiness assessment tools and/or resources.



As part of the Queensland Child protection service reform project PIC successfully translated new service models developed by community.

Through these visuals:

- Community were able to articulate their conceptual frameworks and discuss intricate details of their systems and how it applied to the different actors and partners of the system.
- The designs themselves were complex service maps which had a high level of detail which both community and the Department could understand.
- PIC was commended in being able to capture the essence of what community wanted in the sessions.

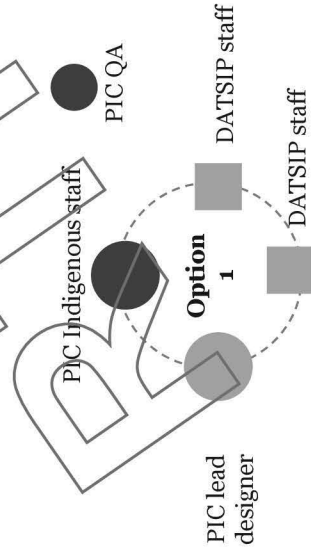
Collaborating with and knowledge transfer to the DATSIP team during the delivery of the project

Central to our success is the rigour we place on how we manage our projects so that we ensure we are delivering on the planned objectives. A key characteristic of our proposed team is a proven ability to project manage large, nationwide, complex and politically sensitive projects, as well as discrete, local and sensitive engagements.

Project controls are essential to validating that the project is progressing in the right direction, and in a timely and coordinated manner. As the majority of our work in PIC is of a project nature we are skilled in the areas of collaborating, transferring design and culturally appropriate ways of conducting research and design.

Our approach to project management will be built on relationships and communication, with a flexible approach depending on DATSIP's support need. The precise nature of the project plan will be agreed with the department at the Project Inception meeting.

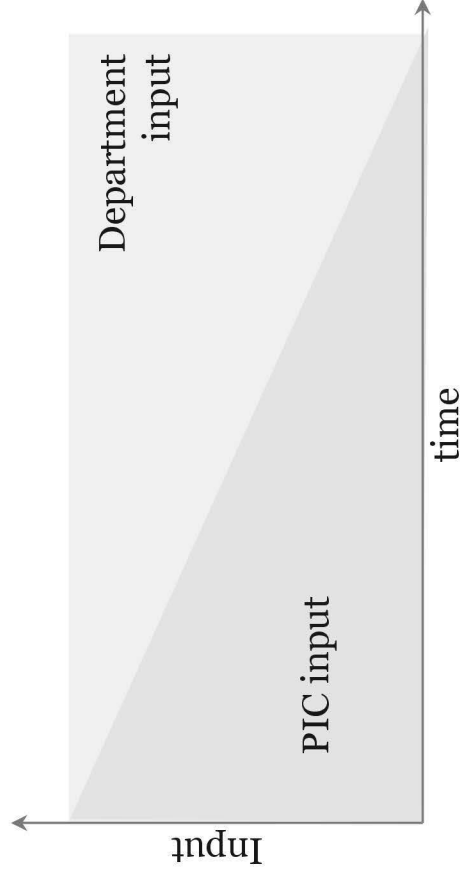
Due to the nature of the approach and working closely with DATSIP, we will develop the right project team which ensures the transfer of skills and knowledge through an action learning framework. As confirmed in earlier conversations, DATSIP staff will be an integral member of the project team conducting various activities and contributing to the content, design and end-deliverables.



Support and guidance

Through our experience in supporting Departments in delivering different types of initiatives that involve communities and service providers, we have found that PIC involvement tends to be heavy during the initial stages of the project. The initial stages of the project are when the deliverables and processes are at the exploration phases and have not been defined yet. PIC can lead or facilitate the design, testing and delivery of the processes and end products.

As the project progresses and knowledge transfer is passed onto community and Department staff, we envision processes can be streamlined and PIC can transition into more of a supporting role. While no project is ever the same, these are some of the operational patterns we have observed in supporting departments through service reform.



4

Introducing PwC's Indigenous Consulting



PwC is a unique partnership between Indigenous Australians and PwC

About PIC

PwC's Indigenous Consulting (PIC) is a national Indigenous consulting business. It's the result of a unique partnership between a group of Indigenous Australians and PwC, one of the world's largest professional services firms. The unique power of PIC is the combination of Indigenous expertise and experience, with PwC's world-leading consulting capability.

PIC is majority owned, led and staffed by Indigenous Australians. We have a passionate belief that Indigenous people should have the opportunity to fulfil their aspirations. We use our professional expertise to assist communities, governments, and businesses achieve the outcomes they are looking for.

PIC specialises in providing advice and developing strategies to help realise the commercial and community potential of Indigenous policies, programs, projects, organisations and businesses.

Our culture is firmly grounded in our values and is guided by the following principles:

- we respect those who have walked this earth before us;
- we are accountable to our clients, our communities and ourselves;
- we strive for excellence in Indigenous consulting and operate with integrity; and
- we respect diversity and different points of view.

“We believe that real change happens when it is created by Indigenous people, not for Indigenous people. Our desire to create this firm reflects our belief in the rights of our communities to create and determine their own futures.”



Co-CEO's

Gavin Brown & Jodie Sizer

Over the past 5 years we have built a company which has demonstrated our ability to deliver through...

Purpose: Built to create meaningful change

People: Majority Aboriginal workforce with world class-expertise

Partnerships: local and internationally recognised leaders to leverage experience and expertise

Impact: employ bespoke methodologies and tools to deliver meaningful results for our clients

PIC is a profit for purpose firm with a mission to realise futures through Indigenous led approaches.

64% Aboriginal Staff
Indigenous staff based on headcount with a goal to maintain 60-70% across firm.

pwc
One call away from experts across a every industry and sector

Successful projects
completed across every Fed & State and territory jurisdiction in the past 5 years.

We know our people and they know us

7 Locations
PIC Hubs located across major cities to serve nationally

Harwood Institute for Public innovation
Internationally renowned method of public innovation

Supplier awards
Recognised as supplier of the year from Supply Nation and NAB

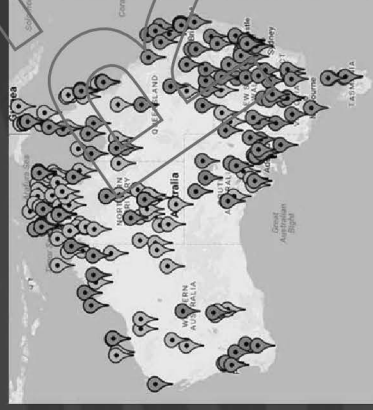
Aboriginal led and Aboriginal values inform our client centred approach.

Qualified practitioners
From accountants, researchers, economists, designers and anthropologists we have an expert, world class resource pool

Melbourne Metro Rail
Project based labs to co-design better economic outcomes

Australian Good Design
International winner of Service Design Category, Public Sector Cash Flow Management Program

Community Relationships:



Communities engaged
Across remote, regional, rural and urban centres across Australia

Through our experience and expertise we understand the complexities of delivering projects and working with discrete communities. Our connection with Indigenous communities have enabled us to work with and deliver projects with communities

Clients:

FEDERAL

- Prime Minister and Cabinet
- Department of Employment
- Department of Social Services
- Department of Health
- Department of Social Services
- Australian Tax Office
- Department of Human Services
- Department of Immigration and Border Protection

STATE

- Key Department's across all jurisdictions

INDIGENOUS ORGANISATIONS

- Indigenous Business Australia
- ALATSIS
- ORIC
- Key Aboriginal Community Controlled Health Organisations

CORPORATE

- Telstra
- AFL
- Commonwealth Bank Australia
- BHP Billiton
- Lendlease
- Honeywell

How PIC is different - our value add

“We are them and they are us”

As an Indigenous professional services firm with National reach and proven capability, PIC is able to leverage the resources of the global PwC network as required. Particular strengths relevant to this proposal include:

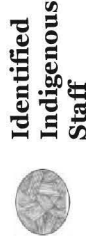
Stakeholder engagement & co-design

- We are highly experienced in facilitating stakeholder consultations across a range of highly complex topics.
- We will bring best-practice approaches to consultation through our innovative, PIC developed, co-design methodology to ensure diverse views are captured.
- Our co-design approach has been developed and refined from consultation work undertaken with a wide range of stakeholders in both government and non-government and in over 600 communities across Australia. Our team has extensive experience in utilising different engagement approaches to garner views, analyse data and draw evidence-based conclusions.
- We have undertaken stakeholder consultations utilising our co-design methodology across a broad range of complex issues, with a large number of clients including the QLD Dept of Communities, QLD Dept of Child Safety Youth and Women, Dept of Prime Minister and Cabinet, Dept of Finance, the Australian Taxation Office and the like.

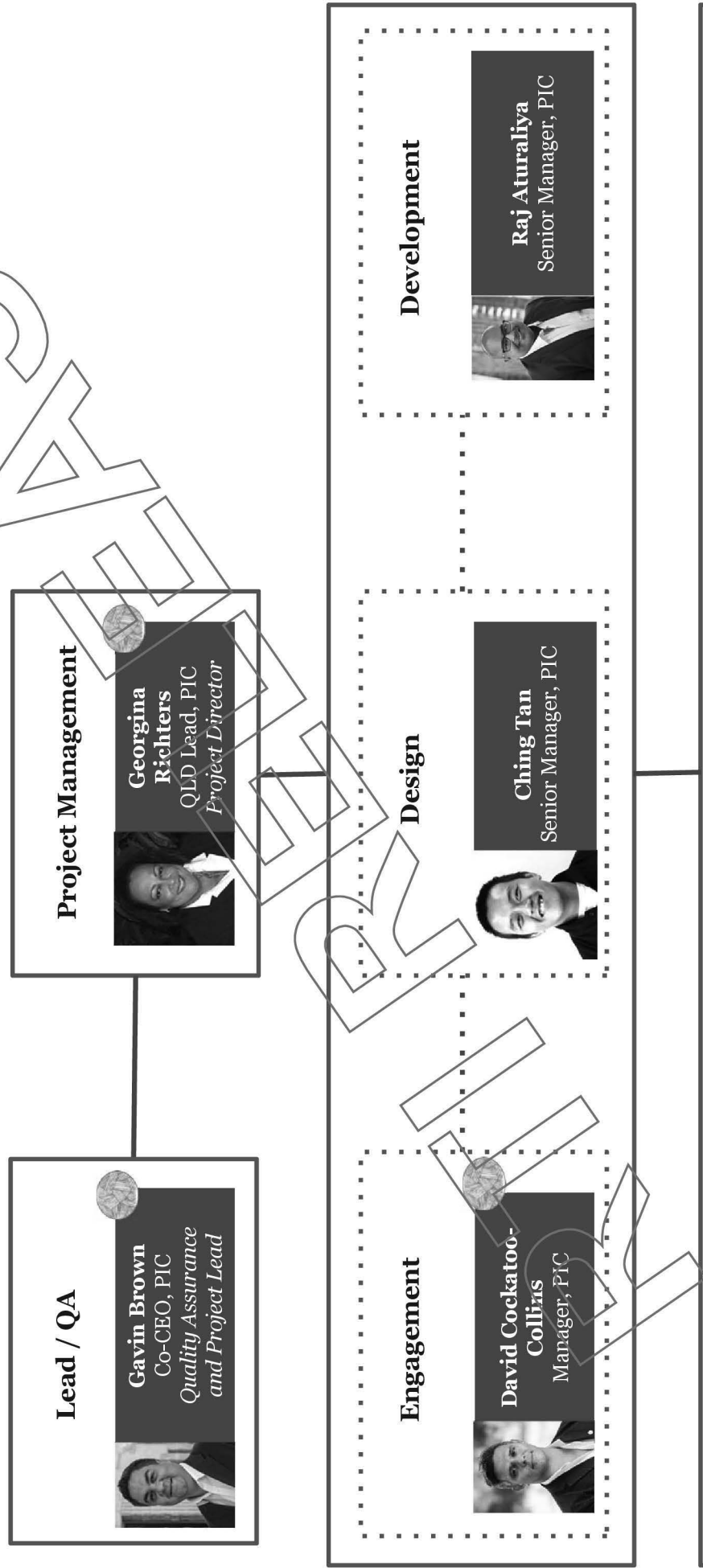
Expertise and experience working with stakeholders and communities

- Our passion and commitment to quality outcomes for our peoples is core to our existence (we are results driven, not contract driven).
- Our deep understanding of the complex dynamics and drivers through lived, personal and professional experience.
- All of this helps us to find the core issues for solving, rather than superficial engagement.
- Our lived experiences provide a depth of understanding, connection and credibility that is unique in professional services. Coupled with the intellectual capital, resources and processes of the global PwC network, we believe provides for a compelling offering for the Department to consider, with a project of this complexity and visibility.

Nominated Personnel



We have selected a dedicated project team to meet the needs for this engagement, ensure we capture the intent and design processes required by the Department for this project. Staff Profiles are provided on the following pages.



Profile - PIC



Name: Gavin Brown
Position: Co-CEO
Email:
Role: *Quality Assurance*

Gavin is a Wiradjuri man, born in Wellington, New South Wales and is a Principal, Co-owner and Board Member of PwC's Indigenous Consulting. He has managed a large range of projects around Indigenous affairs around the country, from health, disability and inclusion to economic development.

As a founder of PIC, he, along with Jodie Sizer, were one of the few co-designers of the PIC concept and organisation. This 12 mth co-design process resulted in the world-first PwC network firm, majority led, owned and staffed by Indigenous Australians.

Since that time, Gavin has led the development of the PIC design capability, and has led the majority of PIC's design projects around the country.

Gavin has a particular focus on community-led change within PIC, as a means of drawing on cross sector collaboration, technology and unique partnerships and methodologies to drive improvements to the lives of Indigenous peoples in Australia.



Name: Georgie Richters
Position: Director
Email:
Role: *Project Direction*

Georgina is a Director with PwC's Indigenous Consulting based in QLD, having previously worked in leadership roles in the private (resources), public (local, State and Australian government) and not for profit sectors.

She brings extensive knowledge and expertise to PIC including her involvement with the LGAQ under contract where she developed and provided nationally accredited training through the Queensland Government's Councilor Training Program as part of the Community Governance Improvement Strategy (CGIS). This was a major initiative funded by the Queensland Department of Local Government, Planning, Sport and Recreation.



Name: Raj Aturaliya
Position: Senior Manager
Email:
Role: *Project Team*

Raj is a Senior Manager with PwC's Indigenous Consulting based in Queensland. Raj has extensive experience working in various leadership roles in the private sector.

Most recently Raj project-managed a crucial piece of work around Domestic and Family Violence in the Townsville and surrounding areas, for the Department of Child Safety, Youth and Women.

This complements the range of social and human services work the PIC QLD team undertake around the state - with Raj acting as Project Manager for the vast majority of these projects.

Prior to his current role in PIC, Raj was a manager in PwC's Innovation & Incentives practice in QLD. He was responsible for assisting in developing a business case for and setting up a new practice within the firm in the government grants space. This new practice was built on the back of being able to secure in excess of \$11.5 million towards a \$33 million capital expansion project for a private client in regional Queensland.

Profile - PIC



Name: Ching Tan
Position: Senior Manager
Email: s49 sch4
Role: Design lead

Ching is a hybrid designer and researcher whose passion is working with communities to create impactful strategies, products and services. He's an analytical and visual thinker who has fine-tuned his understanding through theoretical research in Design Anthropology and practical commercial experience. He has had international and local experience as a design practitioner working for a range of companies across government, education, finance, digital, media and retail.

Ching is an intuitive designer who has rigorous experience in ethnographic research, service design, participatory design, customer experience and design thinking. His commercial expertise covers the entire breadth of the design process and excels in research, analysis, synthesis, ideation, facilitation and turning concepts into tangible experiences through prototyping.



Name: David Cockatoo-Collins
Position: Manager
Email:
Role: Engagement lead

David is a is a Yupungathi and Wakka Wakka descendant from the Cape York and South Burnett region. A diligent and committed advocate for Aboriginal and Torres Strait Islander peoples his passion for Indigenous affairs was borne out of the Aboriginal Rights movement of the 70s & 80s with his parents, both respected Aboriginal Rights campaigners alongside Academic Gary Foley and notable Aboriginal activist Mick Miller to name a few.

With a successful background in engagement and planning, David provides counsel and guidance on the development and implementation of policies and programs impacting Indigenous communities in Queensland. David has close links with remote and discrete Indigenous communities spanning in excess of 20 years through both his family connections and his work with the Queensland government.

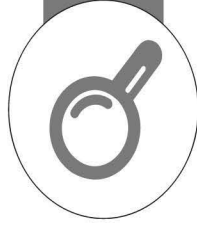
David remains indebted by the advocacy work of his parents and continues to work hard to give his extended family and community, the greatest opportunity to prosper.

5

*Our demonstrated
experience*



Our Experience



Case Study 1

ESSEX

Prejudice business affairs

Our Experience



Case Study 2

Department of Communities, Child Safety and Disability Services

Aboriginal and Torres Strait Islander Reform Project

Timeframe: January 2016 - November 2016

Project value: \$650,000

Led by PwC's Indigenous Consulting, communities and the department were engaged through co-design to design a new model to deliver better futures for Queensland children. The co-design process culminated in a series of regional design jams. The rapid prototyping events brought together diverse groups of community stakeholders to develop solutions for ensuring vulnerable families in discrete Aboriginal and Torres Strait Islander communities have access to the support they need, when they need it.

Participants included council, police, health, housing, education, child safety, business and non-government sector representatives, academics, and community leaders and Elders in each discrete Aboriginal and Torres Strait Islander community. The design jams marked the first step in a process to co-design services and initiatives — tailored to meet the specific needs of each community — that will provide the right support to Aboriginal and Torres Strait Islander children and families at the right time.

Participants of the design jams were welcomed to country by the Traditional Owners of the land on which they gathered: the Gureng Gureng people from Gladstone, the Kalkadoon people from Mount Isa, and the Alngith people from Weipa. The Departmental project manager of the engagement with PIC, said: "I think typically ... the consultation would be perhaps a bit superficial, even tokenistic. This is really much more involved in terms of collaboration, and that is collaboration of service providers, community members, decision makers and influencers from community. That's such a rich and important aspect of this (PwCs Indigenous Consulting's approach), and the difference between them and what would typically take place..."

Our Experience



Case Study 3

Department of Premier & Cabinet, VIC

Victorian Aboriginal Dreaming and Innovation Labs research project

Timeframe: February - May 2017

Project value: \$120,000.00

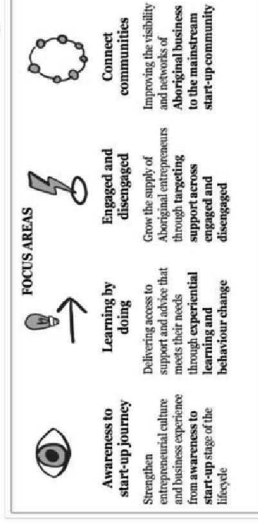
In April 2017, the Department of Premier and Cabinet (DPC) and the Victorian Aboriginal Economic Board (VAEB) engaged PIC to explore options for the establishment of an 'Innovation and Dreaming Lab' to encourage and support more Aboriginal Victorians to become innovative entrepreneurs and business leaders. The focus of the research project included:

- investigating current demographic trends in Victorian Aboriginal population and small business.
- understanding the current needs in capacity building for Victorian Aboriginal businesses
- investigating existing business incubator models in the Victorian start-up ecosystem and other jurisdictions
- reviewing the effectiveness and the lessons that have been learnt from existing models.

Our solution was to co-design a solution with Victorian entrepreneurs, government, businesses and incubators and service providers to answer “**How might a Victorian Dreaming Lab develop the Victorian Aboriginal startup community to inspire an active entrepreneurial culture and unlock opportunities for business?**”

The co-design process involved of Aboriginal businesses, the Victorian Aboriginal Economic Board members, incubator SME's and PIC. This multi-disciplinary approach leveraged everyone's diverse experience and in-depth expertise to create a solution which met the needs of Victorian Aboriginal start-ups

Through the research and co-design process, PIC documented 3 uniquely different Dreaming Lab options and developed a universal set of Service Blueprints and Building Blocks specific to guide the design and development of the future dreaming lab. The final deliverables was well received by the Board.



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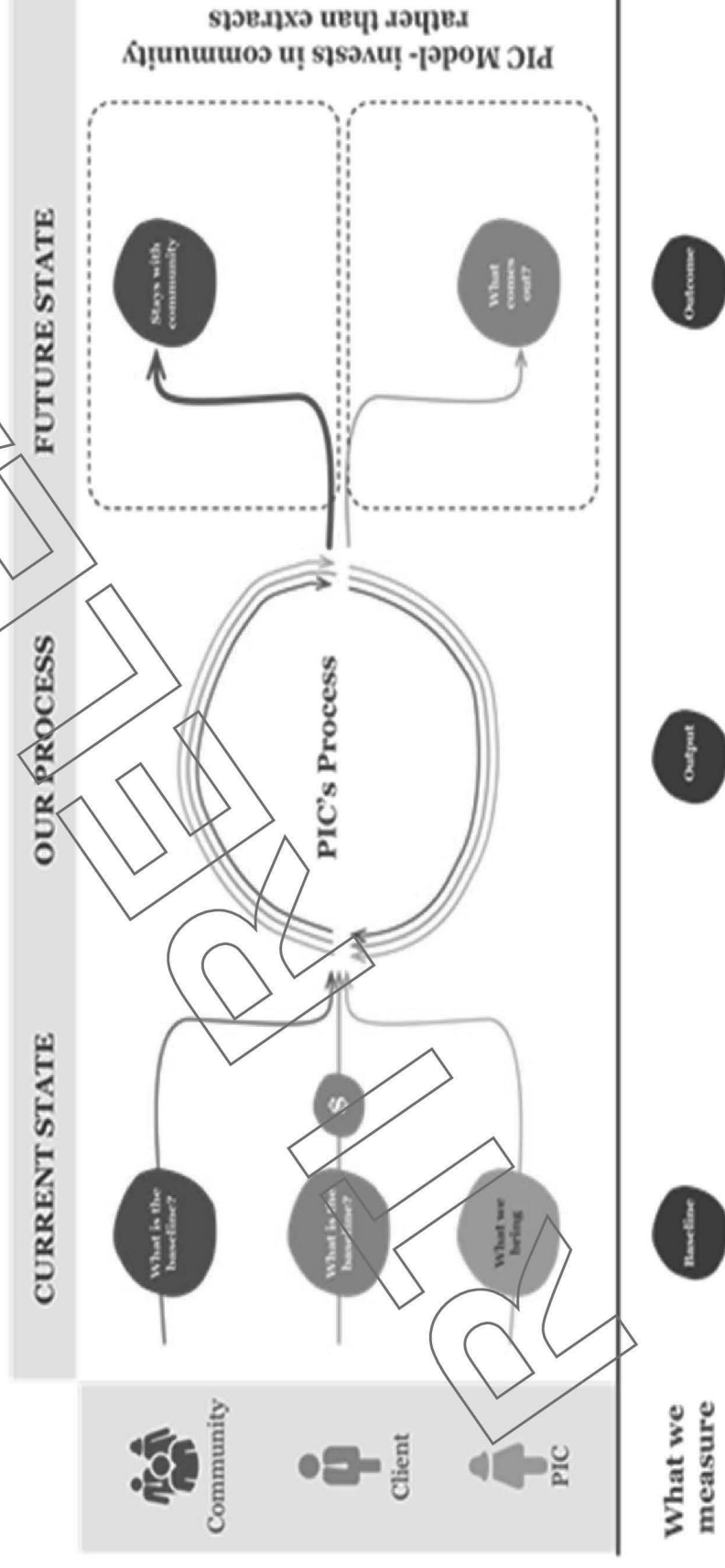


Pricing

Our understanding of value

Indigenous value recognises more than the financial aspect and the set deliverables of a project. It acknowledges that there is already an inherent value in previous works, the people involved and the stakeholders. The PIC model invests in communities rather than extracts from it. It honours what the community already has, rather than undermining what is there or assuming that communities and organisations do not bring valuable knowledge to a project.

Our ways of working also ensures that a portion of the value created is retained in the communities and people that we work with – that we are always leaving something behind to be drawn upon for self determination and empowerment. In all activities, we focus on building value and sharing equitably with stakeholders.



Our rate and costs

Fixed Price of Goods/Services - The below pricing is based on the approach as seen on page 16. **Please note – This does not include travel and ancillary expenses (e.g. venue hire, catering etc.) – These costs will be paid by the Department or reimbursed to PIC.**

Item	Description	Time \$ ex. GST	\$ GST	Total \$ inc. GST
Dreaming - Project setup	• Project scoping and establishment	\$65,475	\$6,548	\$72,023
	• Project Plan			
	• Weekly design check-in			
Discover - Research	• SME interviews x 8 (1 hour)	\$21,825	\$2,182	\$24,007
	• Desktop Research			
Define and develop - Analyse research, design and test output	• Synthesise and develop outputs	\$43,650	\$4,365	\$48,015
	• Finalise draft designs			
Dialogue - Tools in community	• Validate designs in communities	\$43,650	\$4,365	\$48,015
Document - Reporting	• High-level implementation strategy for community readiness tools and/or resources	\$50,400	\$5,040	\$55,440
TOTAL ESTIMATES			\$225,000	\$247,500

Invoicing dates

Invoice	Milestone and description	Success criteria	Amount in GST	Est invoice date
1	Within one month of execution of the Agreement	Contract signing	\$ 24 000 ~ 9.7% of final fee	18/04/2019
2	Within one month of submission of the project plan (including Community Engagement Plan)	Final project plan	\$ 48 000 ~ 19.4% of final fee	6/05/2019
3	Within one month of completion of the Design workshop with the Department.	Completion of the design workshop	\$ 60 100 ~ 24.2% of final fee	01/06/2019
4	Within one month of the acceptance by the Customer of the draft community readiness assessment tools and/or resources to enable communities to assess their position on the pathway and against the criteria, including: the barriers to progress, the additional capacity required to address barriers and enable progress along the pathway.	Draft design of community readiness assessment tools and/or resources	\$ 24 000 ~ 9.7% of final fee	14/06/2019
5	Within one month of completion of community consultations to validate and refine the community readiness assessment tools and/or resources.	Final designs of support tools	\$ 36 000 ~ 14.6% of final fee	14/07/2019
6	Within one month of delivery of high-level implementation strategy.	Submission of high-level implementation strategy	\$ 55 400 ~ 22.4% of final fee	23/08/2019

Appendices





A1 Individual detailed CVs



A2 Supply Nation Certificate

Supply Nation Certificate



Confirmation of Supply Nation Certification

This is to certify that **PricewaterhouseCoopers Indigenous Consulting (PIC)**

Australian Business Number 51 165 106 712

is at least 51 per cent owned by Indigenous Australians, managed by Indigenous Australians, and controlled by Indigenous Australians.

This company's certification commenced on **26th February 2014**

Under Supply Nation's certification policy, all businesses will be subjected to a rolling audit process in order to ensure continued compliance with Supply Nation's certification criteria.

Issued by Supply Nation - ACN 134 720 362

Date issued: 11/11/2016

A handwritten signature in black ink, appearing to read 'Leah Armstrong'.

Leah Armstrong
Chairperson

Certificate



A3 Tenderer Information

Tenderers Information

Criteria	Response
Business or Company name (as applicable)	PricewaterhouseCoopers Indigenous Consulting Pty Limited
Trading or business name:	PwC's Indigenous Consulting
ACN:	165 106 712
ABN:	51 165 106 712

Contact Person	
Name:	Gavin Brown
Position:	Co-CEO
Postal Address:	One International Towers Sydney, Watermans Quay, Barangaroo NSW 2000
Telephone:	
Email:	

Confidential Information

Please identify, in the table below, any aspects of your response or any aspect of the proposed contract that you consider should be kept confidential, with reasons. If none, complete the table with 'not applicable'.

The DATSIP is only able to agree to treat information as confidential in cases that meet the Commonwealth's guidelines and is considered appropriate. In the absence of DATSIP agreement, the DATSIP has the right to disclose any information contained in the contract.

Information to assist you to assess whether the DATSIP is able to treat particular information as confidential is available at:
<http://www.finance.gov.au/procurement/procurement-policy-and-guidance/buying/contract-issues/confidentiality-procurement-cycle/principles.html>

The Service Provider Confidential information	Reason	Period of Confidentiality
Methodology	PIC Intellectual Property	5 years
Personal CV's	Contains protected personal information	5 years
Commercial Fees	Commercially sensitive	5 years