

*Breakthrough Innovation Group:*

# **Collaborative Commissioning**

**Appendix A:** Behind the Scenes -  
the thinking behind our Action Plan



## The framework

We created examples to share with the room to support the group in thinking about what each type of commissioning looks like.

### Activity Funding



***A local organisation applies for and receives a small grant to run one defined activity, a weekly healthy food playgroup.***

#### ► What success looks like:

- A service can respond quickly to a local need
- Families like the activity and engage with it
- A trusted local provider delivers something practical and visible
- It creates a foothold for action where nothing existed before

#### ► What pain points look like

- The grant reporting requirements are onerous, with 10 KPIs, making the administration of the grant more time consuming than delivering the service
- A 12-month grant means the service needs to apply for next year's grant before they have a full year's outcome data or delivery experience - the administration of applying for next year's grant could take away from service delivery time, without certainty they will get the funding.
- Eight months into delivery, a community need is identified that the service would reach more families if it was mobile and rotated location each week. The grant guidelines are not flexible enough to allow this change.

### Outcome Alignment



***Partners align funding and activity around a shared outcome, for example improving healthy food access for families with young children.***

#### ► What success looks like:

- Funding starts reinforcing a common result rather than disconnected programs
- There is shared language and clarity about what success looks like
- Activities begin complementing each other rather than duplicating effort

#### ► What pain points look like

- Services are not meeting community needs because community was not involved in shaping shared outcomes and informing planning
- Service mapping was not undertaken to understand the landscape, so there is now a duplication of services and vulnerable families are still experiencing service gaps
- Funding was not allocated to capacity building for services and there is a lack of culturally safe service provision and providers having difficulty meeting contract requirements

## Place Integration

***Community voice shapes a shared local plan for access to healthy food, and services and funders coordinate investment and delivery around that place-based plan.***

### **➤ What success looks like:**

- The response is shaped by what families in that place actually say they need
- Services and funders work in a more joined-up and coordinated way, including pooled funding
- Local barriers like transport, trust, cost, and cultural fit are more visible and better responded to

### **➤ What pain points look like**

- Procurement approaches may still reflect old service models, limiting the ability to commission integrated, flexible, cultural, place-based responses
- Community trust can be damaged if local voice shapes the plan in theory but not the decisions or investment in practice
- Local coordination may be expected, but without the funding, time, authority, or backbone support needed to sustain it

## System Transformation

***The learning from that place starts changing how the broader food system works, with departmental alignment, more coherent investment, shared accountability, and potentially a single or more integrated commissioning mechanisms to achieve healthy food access for families.***

### **➤ What success looks like:**

- Departments/funders align around a shared understanding of the problems, shared data and shared priorities - combined budget bids become possible
- A single contract or joined-up commissioning mechanism supports a more coherent response
- Community influence is stronger through formalised shared decision-making

### **➤ What pain points look like**

- Restructures and changes in personnel impact the capability and experience in power sharing and undertaking the practice of shared decision making – conversations are difficult and relationships are damaged
- Policy, budget and procurement process and mindsets may not support the kind of integrated response being sought – internal negotiations are difficult
- Shared accountability can be difficult to sustain when trade-offs, compromise, or loss of control become real and measuring outcomes and impact takes time.

# Successes and pain points

## Activity funding



### ► Success

- Very clear deliverables & timeframes
- Grant based integration
- Social enterprise embedded in organisation
- Social enterprise development and training
- Activity funding allows more on the ground work
- Define when social enterprise (income generation) appropriate/best fit & when might be counter productive
- New investment in social impact revenue
- Being able to keep going for a long time with the funding opportunities
- Purposeful funding provides clarity of expectations
- Working with networks & others to support communities not working in silos
- Avoiding mission creep just to chase \$
- Evidence, reporting data
- Trust – relationships. So much good will
- It works when there is a specific piece of work to be done
- Work with community to share data that represents community needs
- Social enterprise gives space to trial initiative before funding arrives
- Relational contracts
- Grants aligning provides agility

### ► Pain Points

- \$ not allocated to tall jobs at hand (M&E, R&D)
- So much unpaid admin time required to meet acquittal expectations for short-term funding
- So many buckets, so little time
- Transaction costs high across streams
- Expectations need alignment
- Funds can be too siloed
- Transaction costs need to go down
- Process not well understood
- Alignment to objectives missing
- Different expectations across different funders
- Evidence gathering reduces capacity for relational engagement
- Short term focus
- Online transactional funding application and acquittals process no human connection
- Funders not clear on objectives and what they want to achieve
- Siloed – minimal relationship building across organisations
- High level of administrative churn
- Not a way to fund for outcomes
- 50% of applications are successful
- Needing to find funding to fill the gaps
- Short term & limited funding makes it difficult to fully utilise staff capacity
- Multiple funding streams is heavy work and no funding for this admin work
- Not funded to track long term outcomes
- Needing to apply for so many buckets of funding – local/state/fed/corp
- Sometimes the activity is not enough

## Outcome alignment



### ► Success

- Funds for capacity building and convening learning for both community and government
- Shared accountabilities articulated
- Pathways for sustainability and embedding
- Proactive rather than reactive
- Contracts/agreements that are flexible, underpinned by clear authority, staged using try, test, learn
- Bringing in the required expertise
- Funder prepared to do things differently and create the authorising environment – courage, flexibility, found the opening, trust, intent
- Funding and time for capability building for funder, provider and community
- Data – collection, sharing, ownership – at population, service, community and investment level – shared and made sense of together with all involved

### ► Pain Points

- Lack of mechanisms to embed learning into broad systems change
- Pilot cycles – always looking for new ideas
- Struggle to measure wellbeing and outcomes - leads to focus on outputs
- Access to shared data and capability to share, use and sense make
- Lack of coordination at local, state and national level
- Capability and capacity to do things differently
- Leadership required to align outcomes
- Not enough time given to do sense making collaboratively
- Lack of service mapping info/data means we don't know the landscape
- Lack of courage to try new things





### ► Success

- Community capability support, capability building of local champions
- Community empowerment
- Investment in building joint decision making
- Local governance mechanisms
- Taking stock of what/who is around already and working in partnership
- Leveraging subject matter experts
- Design for commissioning
- Champions in local government
- Using Joint Decision Making as a structure to support engagement
- Innovation & flexible thinking
- Having significant funding from one place to be able to support full scope of service need
- Breaking internal silos
- Including community voice in decision making - Community prioritising funding
- Strong focus on CALD, First Nations, Pasifika communities
- Sustained valued community goals
- Local/place capability built

### ► Pain Points

- Not all information is shared with community
- Amplify community governance frameworks
- Leverage local insights only
- Gov not being clear on the \$ to support community recommendations
- Assumptions that communities just want more money, when its actually about doing better with what we have
- Leaders or people leave and initiative ends
- Gov not staying the course long enough to get the outcomes
- Change of people and leadership
- Decisions are not always cross-portfolio – can maintain fragmented services
- Community doesn't know how to ask questions and challenge processes
- Time not invested in building relationships with community
- Processes can limit direct engagement with community
- Reduce change across Gov
- Power imbalances – i.e. funder changing scope without notice
- Culture and mindsets in funding organisations
- Lack of trust in community
- Goal posts keep changing
- Difficulty understanding who is community
- Engaging community in decision making but not considering their say in the final outcomes
- Lack of voice of community in decision making
- Delays to decision making
- Lack of transparency from funders – parameters, priorities, budgets
- Lack of clear roles and responsibilities
- No consistent UMEL frameworks – always an after thought
- Contract guidelines not detailed so community fills the gap with assumptions
- Misalignment of timeframes – it takes time to work this way



## Systems Transformation

### ► Success

- Meeting the needs of children and families
- Use of census data to ensure community feedback was representative of the whole community
- Alignment of priorities makes working together for common purpose easier
- Accountability to community
- Link to NEST helps shared language and measurement
- Demonstrating economic cost of not solving/investing
- Using a strength-based lens
- Trusting relationships
- Joint problem statement process
- Capability building is underway for community & government
- Sharing knowledge and building each other's understanding
- Government willing and able to organise themselves
- Gov sharing data internally (across agencies) and externally with community
- Taking the time to co-ordinate and collaborate
- One Gov learnt from Eagleby experience and were prepared to adapt approach
- Mindsets – openness to work together
- Going to where community are to collect their voices
- Iterative approach – learn and grow from initial attempts
- Building greenfield community cohesion/capability to convene
- People learn from participating in local governance then take that back to their organisation
- Learning what community want to work on
- Equity lens is applied to work
- Built in learning and adaptive processes
- Consolidated policy objectives across departments
- Power starts to shift from gov to community
- Community being resourced to listen and make sense of community ideas – don't need to ask community every time
- Regions are making the case to show how creative procurement, commissioning and contracting can be done



## ► Pain Points

- Time to align community and government – takes at least a decade
- Time needed to build capability, capacity and connection
- Takes a long time and effort to build community understanding
- The transformation is delayed so can be out of date by the time it happens
- Sustaining the work
- Proxies don't cut it while the work sits at the individual level
- Personalities at the table
- Turnover of staff
- Relying on individuals carries too much risk
- Change in people means deep knowledge has to be rebuilt
- Difficulty finding the breadth and depth of knowledge across all government systems
- Governance models that don't include/allow/make clear authorisation and ownership
- Static understanding of boundaries from Gov
- Mismatched objective and data even when government departments come together
- Getting central government to understand and respect regional government knowledge and experience
- Use of deficit language in problem statements and priorities
- Aligning language and outcomes can be challenging
- Lack of common language that bridges community, government, corporate etc
- Power imbalances are often real and felt but not explicitly named or considered
- Need leadership from Minister, DG and down
- Transformation not achievable without long-term place investment



## Priorities - matrix of solutions

### 1: Activity funding



#### 1.1 Success: Flexibility of funding to meet community

- *Tell the outcomes story*
- *Governance in community*
- *Community leadership and ownership*

#### 1.2 Success: Community-led data informs activity funding

- *Privacy protection mechanisms – data sovereignty*
- *Governance in community*
- *Capability building in data*

#### 1.3 Success: Maximising relationships & partnerships to maximise outcomes for the community not the organisation

- *Map key partners*
- *Shared outcomes*
- *Build relationships and partnerships*

#### 1.4 Solutions to pain points: Activity funding

- *Work out the economic value of backbones to Treasury*
- *Build integration across departments and grants*
- *Education foundations of everyone working with place – understanding the work of collective impact/place based/community-led and backbone teams*



## 2: Outcome alignment



### 2.1 Solutions to pain point outcome alignment - No clear mechanism to embed systems change

- *Design the Collaborative Commissioning Roadmap to Readiness, surfacing examples, models and mechanisms to support commissioning readiness*
- *Create and test model for Community Investment Fund for community-led sustainability, that explores quarantining a percentage of current investment for collective stewardship*
- *Codify and operationalise a framework to enable shared design, governance, mapping, sense making, data sharing, accountability and decision making, drawing on disaster management frameworks*

## 3: Place Integration

### 3.1 Success: Capability building and development

- Foundational understanding, knowledge and shared language
- Common purpose, goals and way of working
- Open learning, curious approach

### 3.2 Success: Embedding community voice

- Having structure, governance and process to do this
- Trust foundation – create opportunities for this to occur
- Feedback loops embedded so community know what we do with their voice

### 3.3 Success: Flexible, innovative governance

- Shared willingness and responsibility for accountability, risk, governance and mix of people around the table
- Breaking down pre conceived ideas of what governance needs to look like
- Trust and vulnerability





### 3.4 Solutions to pain point: Transparency – lack of sharing information/data

- *Courage to review legislation*
- *Mindset shift to ‘start with yes’ and see what’s possible*
- *Design and implement the mechanism to address capability gaps across all sectors*

### 3.5 Solutions to pain point: Change in Gov policies, roles and focus

- *Succession planning, hand over processes for staff*
- *Documenting community successes – build ability to frame economic value*
- *Build understanding that community-led equals sustainability, consider quarantining community priorities from political priorities*

### 3.6 Solutions to pain point: Inflexible, siloed funding and contract guidelines

- *Integration across Gov departments to create awareness of all funders and funding, could be done through Gov connectors*
- *Changing structural elements in grants design*
- *Culture shift that community is at centre*

## 4: Systems Transformation



### 4.1 Success: Resourced capability building across sectors and underpinning infrastructure

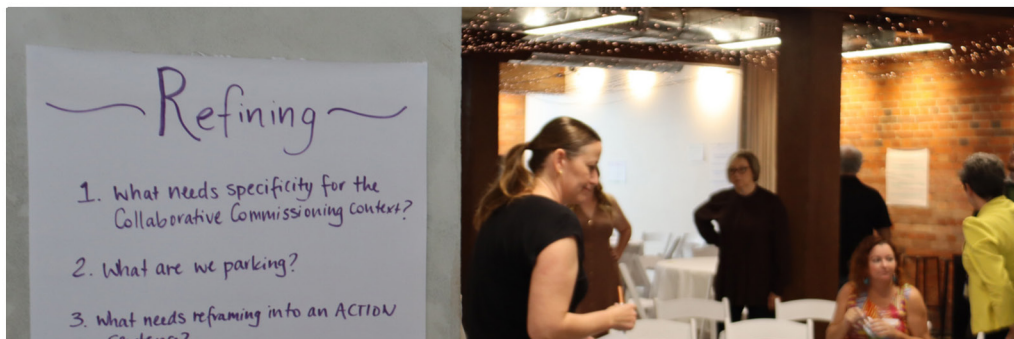
- *Funded, capable, trusted social infrastructure created by a collective impact approach (including backbone team)*
- *Learning Network for scale and transferred learning, including learning by doing opportunities*
- *Competency frameworks developed and KPIs for commissioners across sector*

### 4.2 Success: Alignment (principles and practices; build trusted relationships with shared purpose; governance)

- *Fund what it takes but harness efficiencies through combined resources, reduce duplication*
- *All parties incentivised/required to partner and align*
- *Identify common priorities by building common language to cut through and identify levers*

### 4.3 Success: Innovation proven through iterative learning and economic benefit

- *Map what investment is going into community*
- *Economic modelling*
- *Culture where human learning is valued and processes to support collection and use*



## 4.4 Solutions to pain point: Layers/silos creating problems with aligning priorities – power and leadership also at play

- *Authorisation to work across silos with collaborative governance to support*
- *Data sharing, tools and resources for sense making*
- *Executive stretch – inclusion in performance plans and incentives*

## 4.5 Solutions to pain point: Time – incentives are short term, systems change is long term

- *Increase contract lengths*
- *Build long term sustainability in community – they are likely to stay longer than any election cycle*
- *Shift perspective about community to ‘experts with insights’ instead of ‘beneficiaries of services’*

## 4.6 Solutions to pain point: Changes in people makes it difficult to maintain momentum

- *Succession planning – invest in backbone leads and build a succession plan*
- *Investment in the wellbeing of the workers in this space for stability*
- *Capturing institutional knowledge*



## Building the picture

The group worked to find the patterns, commonalities and themes across all the elements that enable Collaborative Commissioning.

Each key element was connected to the success factor or pain point it was trying to impact and the relevant enablers and solutions connected to it.

Overnight these elements were distilled by a sense making team into seven conditions to enable Collaborative Commissioning. The following pages map the enablers of success and solutions to pain points for each of the seven key elements - creating a matrix of actions to create impact.

### Seven key elements identified

- 1 Community leadership and governance**
- 2 Data and evidence exchange**  
(including outcomes story)
- 3 Appropriately funded and enabled infrastructure – community**  
(Including community-led sustainability)
- 4 Appropriately funded and enabled infrastructure – government/Philanthropy/Big business**  
(including sector competency, authorisation)
- 5 Technical protocols and processes**  
(including grants)
- 6 Collective learning**  
(including learning network, mindframes)
- 7 Collaborative mindsets and relationships**

# 1 Community leadership and governance

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<b>1.1 Flexibility of funding to meet community need</b>	<ul style="list-style-type: none"> <li>• Community leadership/ownership</li> </ul>
<b>1.2 Community-led data informs activity funding</b>	<ul style="list-style-type: none"> <li>• Governance in community</li> </ul>
<b>3.4 Map what infrastructure currently exists across and within sectors and specific communities and identify any gaps</b>	<ul style="list-style-type: none"> <li>• Break down pre-conceived ideas of what governance needs to look like</li> <li>• Mix of people around the table</li> </ul>
<b>3.6 Embedding community voice</b>	<ul style="list-style-type: none"> <li>• Feedback loops embedded so community know what we do with their voice.</li> <li>• Government structures to embed community voice</li> </ul>
<b>4.6 Time- incentives are short term; systems change is long term</b>	<ul style="list-style-type: none"> <li>• Shift perspective of community to 'experts with insights' from 'benefactor of services'</li> </ul>



## 2 Data and Evidence Exchange

(inc. outcomes story)

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<b>1.1 Flexibility of funding to meet community need</b>	<ul style="list-style-type: none"> <li>• Tell the outcomes story</li> </ul>
<b>1.2 Community-led data informs activity funding</b>	<ul style="list-style-type: none"> <li>• Privacy protection mechanisms – sovereignty</li> <li>• Capability building – data management and sense-making</li> </ul>
<b>1.3 Maximising relationships and partnerships to maximise outcomes for community, not the organisation</b>	<ul style="list-style-type: none"> <li>• Establishing shared outcomes</li> </ul>
<b>1.4 'Pain points'</b>	<ul style="list-style-type: none"> <li>• Establish economic value</li> <li>• Data literacy</li> <li>• Program Logic/ Theory of Change</li> </ul>
<b>3.3 Change in Government policies, roles, focus</b>	<ul style="list-style-type: none"> <li>• Documented community success</li> </ul>
<b>3.5 Inflexible, siloed funding contract guidelines</b>	<ul style="list-style-type: none"> <li>• Awareness of all funders and funding</li> </ul>
<b>4.3 Innovation proven through iteration and economic benefit analysis</b>	<ul style="list-style-type: none"> <li>• What investment is coming into community</li> <li>• Economic modelling</li> </ul>
<b>4.4 Layer/silos causing problems</b>	<ul style="list-style-type: none"> <li>• Data sharing and tools for resourcing and sense making</li> <li>• Shared measurement/ objectives/KPIs</li> </ul>

### 3 Appropriately funded and enabled infrastructure – community

(inc. community-led sustainability)

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<p><b>1.2 Community-led data informs activity funding</b></p>	<ul style="list-style-type: none"> <li>• Intentionally funded Backbone with the right attributes</li> <li>• Quarantine community from political agendas</li> <li>• Community Futures Fund</li> </ul>
<p><b>1.4 'Pain points'</b></p>	<ul style="list-style-type: none"> <li>• Need the BB institutions stable and intentionally funded at various scales</li> </ul>
<p><b>3.3 Change in Government policies, roles, focus</b></p>	<ul style="list-style-type: none"> <li>• Community -led sustainability</li> </ul>
<p><b>4.1 Resourced Capability Building across sectors, and underpinning infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Funded, capable, trusted social infrastructure</li> <li>• Collective Impact Backbone Team</li> </ul>
<p><b>4.2 Alignment- principles and practices, trusted relationships with shared purpose</b></p>	<ul style="list-style-type: none"> <li>• Fund what it takes</li> </ul>
<p><b>4.4 Layers/ silos causing problems with aligning priorities – power and leadership also at play</b></p>	<ul style="list-style-type: none"> <li>• Authorisation to work across sites</li> <li>• Collaborative governance models</li> </ul>
<p><b>4.5 Changes in people makes it difficult to maintain momentum</b></p>	<ul style="list-style-type: none"> <li>• Investment in the wellbeing of workers (for stability)</li> <li>• Capturing institutional knowledge</li> <li>• Succession planning</li> <li>• Framework for shared responsibility and accountability</li> <li>• Roadmap to readiness</li> <li>• Mechanism for scale and systems change</li> </ul>

## Appropriately funded and enabled infrastructure –

### Government/ Phil/Big Business

(inc. Sector competency, authorisation)

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<b>2.2 Mechanism for collaborative commissioning</b>	<ul style="list-style-type: none"> <li>• Framework for shared responsibility and accountability</li> <li>• Roadmap to readiness</li> <li>• Mechanism for scale and systems change</li> </ul>
<b>3.3 Change in Government policies, roles, focus</b>	<ul style="list-style-type: none"> <li>• Succession planning/ handover processes for staff</li> </ul>
<b>3.5 Inflexible, siloed funding contract guidelines</b>	<ul style="list-style-type: none"> <li>• Government Department 'connectors'</li> <li>• Integration across Departments</li> </ul>
<b>4.1 Resourced Capability Building across sectors, and underpinning infrastructure</b>	<ul style="list-style-type: none"> <li>• Competency frameworks created</li> <li>• Build in sector competency</li> <li>• KPIs for commissioners</li> </ul>
<b>4.4 Layers/silos causing problems with aligning priorities – power and leadership also at play</b>	<ul style="list-style-type: none"> <li>• Authorisation to work across silos</li> <li>• Executive stretch - inclusion in performance plans/ incentives</li> </ul>
<b>4.5 Changes in people makes it difficult to maintain momentum</b>	<ul style="list-style-type: none"> <li>• Investment in the wellbeing of workers in this space</li> <li>• Capturing institutional knowledge</li> <li>• Succession planning</li> </ul>

## 5

## Technical protocols and processes

(inc grants)

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<b>Suggested in the final moments of the workshop Day One</b>	<ul style="list-style-type: none"> <li>• Build the conditions across all Departments (not just social service sector)</li> <li>• Structural IT</li> </ul>
<b>3.2 Transparency – lack of sharing information/data</b>	<ul style="list-style-type: none"> <li>• Courage to review legislation</li> </ul>
<b>3.5 Inflexible, siloed funding contract guidelines</b>	<ul style="list-style-type: none"> <li>• Change structural elements in grants design</li> </ul>
<b>3.6 Embedding community voice</b>	<ul style="list-style-type: none"> <li>• Having structure and governance processes to do this</li> </ul>
<b>4.1 Resourced capability building across sectors and underpinning infrastructure</b>	<ul style="list-style-type: none"> <li>• Address policy guidelines</li> <li>• Address Probity guidelines</li> </ul>
<b>4.2 Alignment – principles and practices, build trusted relationships in shared purpose</b>	<ul style="list-style-type: none"> <li>• Efficiency through combined resources- avoid duplication</li> <li>• Incentives – requirement to work in partnerships</li> </ul>

<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<b>3.1 Capability building and development</b>	<ul style="list-style-type: none"> <li>• Foundational understanding, knowledge and shared language</li> <li>• Common purpose, goals and ways of working</li> <li>• Open Learning</li> <li>• Curious approach</li> <li>• Educational foundations</li> <li>• Content:               <ul style="list-style-type: none"> <li>◦ Subsidiarity</li> </ul> </li> <li>• Immersion opportunities</li> <li>• Readiness Roadmap</li> <li>• Tools and resource built for sense-making</li> <li>• Establish learning partners</li> </ul>
<b>3.2 Transparency – lack of sharing information and data</b>	<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>
<b>4.1 Resourced capability building across sectors and underpinning infrastructure</b>	<ul style="list-style-type: none"> <li>• Learning network (for scale and transferred learning), including immersion and learning by doing opportunities</li> </ul>



## 7 Collaborative mindsets and relationships



<i>Success/Pain Point</i>	<i>Enabler/Solution</i>
<p><b>1.3 Maximising relationships and partnership to maximise outcomes for the community not the organisation</b></p>	<ul style="list-style-type: none"> <li>• Map key partners</li> <li>• Relationships and partnerships</li> </ul>
<p><b>3.1 Capability building and development</b></p>	<ul style="list-style-type: none"> <li>• Open learning, curious approach</li> </ul>
<p><b>3.2 Transparency – lack of sharing information/ data</b></p>	<ul style="list-style-type: none"> <li>• Mindset shift for everyone</li> </ul>
<p><b>3.4 Map what infrastructure currently exists across and within sectors and specific communities and identify any gaps</b></p>	<ul style="list-style-type: none"> <li>• Shared willingness and responsibility for accountability, risk, governance</li> <li>• Mix of people around the table</li> <li>• Trust and vulnerability</li> <li>• Values based</li> </ul>
<p><b>Inflexible, siloed funding contract guidelines</b></p>	<ul style="list-style-type: none"> <li>• Culture shift so ‘community is at the centre’</li> </ul>