

Breakthrough Innovation Group:

Collaborative Commissioning

Attachment B: Key focus areas and actions



Strategic Overview

Focus Area One: Appropriately funded and enabled infrastructure – community (including community-led sustainability)

Early stage community strategies:

- 1.1 Assign ownership to design and deliver an artefact that holistically represents community needs, with inputs from diverse stakeholders. (Make visible, fundable and accountable the work to collect community voice and create a plan.)
- 1.2 Operationalise the community artefact to enable shared accountability

Later stage community strategies:

- 2.1 Establish collective governance within commissioning cycle, which includes community, provider and funder – in provider contracts – meet monthly
- 2.2 Funded data position to support collective sense-making and collaborative commissioning (Request. Share. Translate and analysis of data.)
- 2.3 Embed resourcing within the commissioning process to do the co-ordination and convening
- 2.4 Map the authorising environment to participate in collaborative commissioning around focus topic: Which organisations? Who is authorised by community to approve what?

For example, a Community plan and/or Roadmap.

Strategic Actions	Implementation Steps	Who	Specific Responsibility
1. Early Stage Community Strategies			
<i>1.1 Assign ownership to design and deliver an artefact that holistically represents community needs with inputs from diverse stakeholders.</i>	Share data and insights across sectors	Commonwealth Government Cross-Agency – DSS as lead	Share data; community knowledge exchange program (CKEP)
		Logan Together Strong Beginnings Strong Communities GRT CYP SS	Share examples of what this looks like within an existing community, including artefacts, facilitation approach, CCP frameworks, roadmaps, alignment processes
		Stockland	Share approach for social needs analysis and social impact assessment required by government
		PLACE, PHN, QKP	Share frameworks eg ARACY Nest

Strategic Actions	Implementation Steps	Who	Specific Responsibility
	Community co-design the artefact	Logan Together Focus Communities Strong Beginnings Strong Communities GRT CYP SS	Backbone Teams and community leaders facilitate individual communities build alignment through a clear plan and the identification of priority indicators.
1.2 Operationalise the community artefact to enable shared accountability	Community operationalisation grant (not Backbone)	Australian Government: DSS and Co-contribution encouraged; philanthropy, local partners	Activate community operationalisation grant
	Contribute to operational design	Logan Together Asylum Seeker and Refugee Communities (SSI)	Build capacity of communities to undertake co-design and implementation
			Bring a regional perspective
Effective development of Backbone Teams	Logan Together	Share examples of tools, frameworks, grounded experience	

Strategic Actions	Implementation Steps	Who	Specific Responsibility
	Convene meetings, guide the work and facilitate workshops for implementation	Backbone Teams Logan Together GRT Strong Beginning	<p data-bbox="1626 443 2033 517">Access to community voices/ lived experiences</p> <p data-bbox="1626 523 2033 628">Modelling mature backbone, governance and sharing learnings</p>
	Build awareness of the artefact	PLACE, PHN, QKP	
	2. Later Stage Community Strategies		
2.1 Establish collective governance within commissioning cycle, which includes community, provider and funder – in provider contracts – meet monthly	Co-design collective governance	Academics	Spread best practice based on existing examples
		Australian Government:Commonwealth Government Cross-Agency	Participation in co-design
		State Government PSC and DMRDDMRD (Collaborative Governance model team)	Share knowledge, resources and information around collaborative governance

Strategic Actions	Implementation Steps	Who	Specific Responsibility
		Stockland	Pilot business involvement. Participation at local level eg Development Director at Yarrabilba
		Logan Together Strong Communities SSI CYP	Attend and participate in working groups and networks. Facilitation and community connection. Ensure community presence. Provide tools, frameworks, grounded experience. Identified content SMEs and opportunities for capability build.
		PLACE, PHN, CHP	Uncover and document collective governance models that PBIs can use Document examples of SDM
		Philanthropy	Attend and build capability to meaningfully contribute
2.2 Funded data position to support collective sense-making and collaborative commissioning. (Request. Share. Translate and analysis of data.)	Contribute to decision about which data is analysed and how.	Academics	
		Stockland	Participation in ARC Linkage Grants whose work could contribute to this.

Strategic Actions	Implementation Steps	Who	Specific Responsibility
		PHN	Share PHN Health intelligence
	Share data expertise	Australian Government AIHW	Data personnel eg secondments Provide subject matter data experts to support collection and understanding of data
		Strong Communities Logan Together Strong Beginnings SSI	Backbone Teams support data role Support inclusion of underrepresented communities in the data Reach underrepresented communities and capture their data Insight to ensure purpose and data sovereignty
		PLACE	Connect actors across silos Support development of common ways to use place- based data
		Philanthropy	Work with funders to achieve this action

Strategic Actions	Implementation Steps	Who	Specific Responsibility
2.3 Embed resourcing within the commissioning process to do the co-ordination and convening	Co-contributions to resourcing	Australian Government: AIHW	Community operationalisation Grant activated
		Stockland	Bake it into roles and responsibilities of relevant people within the business – not just sustainability/ social impact space, but also risk and legal team
		Strong Beginnings Logan Together SSI	Support convening Support community connections with other key resources across sectors
		PLACE, PHNs, CPD	Codify what resources are needed for co-ordination and convening to make collaborative commissioning successful with flex for different contexts Examples and templates
2.4 Map the authorising environment to participate in collaborative commissioning around focus topic. Which organisations? Who is authorised by community to approve what?	Map the conditions for collaborative commissioning	Academics – CPD	Mapping
		Australian Government	Participation

Strategic Actions	Implementation Steps	Who	Specific Responsibility
		Queensland Government: DPC and PSC and DFSDSCS	Coordinate identification/ bringing together of parts of the system (Procurement teams/ Treasury etc) Help identify parts of government and systems levers
		Stockland	Determine how big business can be authorised. What needs to be in place to enable that? Can business be authorised?
		Strong Communities SSI Logan Together Strong Beginnings CYP	Help with mapping community connections Act as a test place Map community leaders including PBC Communities identify priorities, ways of engaging
		PLACE, PHN, QPN	Support the development of a Tool to map authorising conditions Tool development. Document learnings. Share learnings
		Philanthropy	Participation in discussions to bring philanthropic lens

Focus Area Two: Appropriately funded and enabled infrastructure within Government, Philanthropy, Big Business (including sector competency and authorisation)

Co-design the authorising environment for working in place across sectors:

- 3.3** Co-design the Roadmap to readiness across sectors
- 3.2** Design and implement the mechanism to address capability gaps
- 3.3** Undertake research to understand the infrastructure required to do collaborative commissioning; data capture, analysis expertise, facilitation capability, community intelligence
- 3.4** Map what infrastructure currently exists across and within sectors and specific communities and identify any gaps
- 3.5** Establish a Stewardship Table
- 3.6** Leverage experience of other places to learn and fail fast
- 3.7** Create model for Community Investment Fund for community-led sustainability.
Coordinate groups to co-design (corporates, government, community)
- 3.8** Establish the Community Investment Fund

Strategic Actions	Implementation Steps	Who	Specific Responsibility
3.1 Co-design the Roadmap to readiness across sectors	Build the readiness roadmap together	Academics	Surface existing examples and models
		State Government	Connect work that we are currently doing on a Qld Government framework; contribute Qld Place Framework, Historical investment, Networks and people
		Local Government: LCC Bec (CD)	Local Government context Convening spaces
		Stockland	Identify what conditions need to be in place eg leadership support, risk appetite, scale of assets available to deploy Mapping of assets to underpin this
		Logan Together SSI Strong Beginnings CQ region	Convening space Offer insights into readiness factors across sectors Contribute to readiness framework
		PLACE	Convene conversations across sectors and support co-design and sense-make Surface mechanisms to address capability gaps Contribute our perspective on 'readiness' capabilities to assess against.
		Philanthropy - Gayle	Connect with Community Foundations Australia

Strategic Actions	Implementation Steps	Who	Specific Responsibility
			<p>Tools examples of readiness matrices</p> <p>Experience from other sectors</p> <p>Development work with living examples of readiness indices used within other sectors</p>
<p>3.2 Design and implement the mechanism to address capability gaps</p>	<p>Mapping gaps per sector and addressing need</p>	<p>State Government: Public Sector Commission and DMMRRD (Collaborative Governance Model Teams)</p>	<p>Share relevant training design/resources, or possibly deliver training re: relevant capabilities</p> <p>Collaborative training.</p> <p>Community of Practice workforce</p>
		<p>Local Government: LCC</p>	<p>Provide LG perspective</p>
		<p>Stockland</p>	<p>Map capability requirements with business. SME and leadership capabilities.</p> <p>Share enterprise capability matrix to provide business lens and priorities</p>
		<p>Communities: Logan Together, Strong Communities, SSI</p>	<p>Capacity building for stakeholders and creating culturally appropriate mechanisms</p> <p>Offer existing tools, immersions, resources, secondments.</p> <p>Input into the development of new tools, codify insights from grounded implementation</p> <p>Share lived experience and test new concepts.</p> <p>Contribute to body of knowledge.</p>

Strategic Actions	Implementation Steps	Who	Specific Responsibility
			Connection to multicultural community Diversity Training Team (SSI) Industry working group (GRT) Experience – CI specialists Strong community governance and Backbone Teams
	Test, try and learn	Communities: Logan Together, Strong Communities, SSI	Work directly with Big Business, LG, State and Federal Government to build meaning and grow capability all ways
		CPD, PHN, QKP, QPN Network Co-ordinator	Map learnings Commissioning capability framework resources from PHN perspective
		Katie, Funders CoP, Gayle	Test as we go with other philanthropy. IDAC line of sight if right Co-ordinate, participate, learning and testing new practice
<i>3.3 Undertake research to understand the infrastructure required to do collaborative commissioning; data capture, analysis expertise, facilitation capability, community intelligence</i>	Define the required infrastructure needs for community	Academics	Do the data analysis with other actors
<i>3.3 Undertake research to understand the infrastructure required to do collaborative commissioning; data capture,</i>	Define the required infrastructure needs for community	Australian Government: Commonwealth Government Cross-Agency	Provide national picture
			Provide expertise

Strategic Actions	Implementation Steps	Who	Specific Responsibility
<i>analysis expertise, facilitation capability, community intelligence</i>		Australian Government: Commonwealth Government Cross-Agency State Government: PSC and DMRDDMRD (Collaborative Governance model team)	Handover research, provide current evaluation and learning data about collaboration and collaborative governance
		Local Government; Logan City Council	Provide local picture
		Stockland	Potential ARC Grant with academics
		PLACE, PHN, QKP	Share frameworks and approaches
		Philanthropy	Connect into researchers who have worked in the space (TBEF)
	Bring in community voice and insights to help identify the required conditions for Collaborative Commissioning	Logan Together Strong Beginnings SSI CYP	Connect with communities, ensure they have a voice and are part of the collaboration Share community intelligence, including tools, frameworks, grounded experience Share learnings about why some communities are not able to survive the early stage
	Share existing data sets/ analysis	Academics Federal, State, Local Government Community: Logan Together	Data sharing, including State service directory information, Federal Services and Local Services (?) Highlight community focus areas

Strategic Actions	Implementation Steps	Who	Specific Responsibility
		Strong Beginnings SSI: Asylum seeker and Refugee Community CYP	Support inclusion of underrepresented communities in the data
	Facilitate action learning across sectors	PLACE, PHN, QKP	
<i>3.4 Map what infrastructure currently exists across and within sectors and specific communities and identify any gaps</i>	Audit of current status	Academics	Help build mapping tools
<i>3.4 Map what infrastructure currently exists across and within sectors and specific communities and identify any gaps</i>	Audit of current status	Australian Government;: Commonwealth Government Cross-Agency	Provide insights into national scene
		State Government	Provide a clearer picture of our policy priorities and assets
		Local Government, Logan City Council	Provide local status
		Stockland	Map complexity of big business
		Communities: Logan Together Strong Beginnings	Map community status Provide tools, frameworks, grounded experience
		PHN, QKP	Part of the mapping by place on a health/ priority population level Connect and develop examples
<i>3.5 Establish a Stewardship Table</i>	Identification of members	State Government: DPC and other Collaborative leaders	A seat at the table to listen the conversations and respond/ offer Government perspective Model systems stewardship

Strategic Actions	Implementation Steps	Who	Specific Responsibility
3.5 Establish a Stewardship Table	Identification of members	Local Government	Join Stewardship Table to offer LG perspective, challenges and opportunities
		Stockland	Identification of who needs to be at the table. Bring risk and opportunity lens
		Communities	Join stewardship table
		QKP, PLACE, PHN	Describe models for Stewardship Table Convene Stewardship Table Clarify/facilitate relationships with intergenerational Stewardship Table Join Stewardship Table
		Philanthropy - Gayle	Participate in Stewardship Table IDAC connection Time, effort, skills/capability, willingness to stretch boundaries pf role/practice of philanthropy
3.6 Leverage experience of other places to learn and fail fast	Resource and share knowledge across communities and sectors	Academics	Create case studies
3.6 Leverage experience of other places to learn and fail fast	Resource and share knowledge across communities and sectors	Australian Government Commonwealth Government Cross-Agency	Community knowledge exchange program - Connect Ensure alignment with broader policy objectives (Social outcomes/ place-based reform-Arakun) Targeted funding for knowledge exchange

Strategic Actions	Implementation Steps	Who	Specific Responsibility
		Stockland	Contribute experience of participation to learn and grow
		Logan Together Backbone Teams Asylum seekers and refugee community (SSI) GRT Strong Beginnings	Immersion - share grounded experience Connect with Communities who could share their experience with existing models; success and failures
		PLACE, PHN, QKP	Support groups to come together and learn Facilitate conversations Document and share learnings when groups come together Contribute network learning and evaluation
		Philanthropy: TBEF	Funder, promoter, sharer Work in collaboration to fund Year 2 of QPN
3.7 Create model for Community Investment Fund for community-led sustainability. <i>Coordinate groups to co-design (corporates, government, community)</i>	Describe good practice	Academics	Background on conditions for success for a CFF
3.7 Create model for Community Investment Fund for community-led sustainability. <i>Coordinate groups to co-design (corporates, government, community)</i>		Local Government: LCC, Grants - Sarah Bec (CD)	Participate and share LG insights
		Stockland	Provide live examples to design for. Share what has worked well, eg contracting

Strategic Actions	Implementation Steps	Who	Specific Responsibility
			Share insights and levers government can use to ensure sustainable commitment eg EDQ, PA
	Co-design the model in place	QPN, PHN	Support the design process Contribute our context and support linkages through our networks
		Communities: Logan Together Strong Beginnings Strong Communities SSI	Faciliate groups Participate in co-design, coordinate. Include community groups
	Invest	Philanthropy - Gaye Community of Practice Funders	Create space for pulling together ideas and rethinking funding models or philanthropy role Funders BIG, explore models and role of philanthropy Identify: Who is authorised? Whow will have funds? Appetite/ interest? Connections? Human resources?
	Test and Learn	Communities: Logan Together Strong Beginnings Strong Communities SSI	Be the case study. Include multicultural community voices in the process of creating the model Share insights.

Strategic Actions	Implementation Steps	Who	Specific Responsibility
3.8 Establish the Community Investment Fund	Investment	Australian Government: Commonwealth Government Cross-Agency	Community investment fund readiness program (capability and funding)
		State Government: DPC and DNRMMRRD and procurement leads and Treasury	Involve in the design process to bring them on the journey and potentially contribute funds
		Local Government; LCC Bec,	Participate in co-design Potential funding partner
		Stockland	Levers to pull within big business eg community benefit funds linked to sales lots settled. Levers for Government to pull re RFPs and contracting
		Communities - Strong Communities, Logan Together, Strong Beginnings, SSI	Act as a worked example Connect with communities and build/support capacity building Ensure community co-design criteria/requirements of these funds and have access to them
		Intermediaries	Facilitate access to funds and funders Auspice and leverage \$ and commissioning mechanisms
		Philanthropy	Funders BIG