

24 - 25 March 2026



*Breakthrough Innovation Group*  
**Collaborative Commissioning**



# Acknowledgement of Country

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**Logan Together pays respect to the Traditional Owners and custodians of the Land on which our community lives, works and plays, the Yugambeh and the Yuggera people. We pay our respects to Elders past, present and emerging and seek their guidance and wisdom to ensure all children get the best start in life. We extend our respect to all Elders and Aboriginal and Torres Strait Islander peoples in Logan and across Australia.**

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## About the BIG

The Breakthrough Innovation Groups (BIG) are designed to bring people together to tackle a significant, shared system challenge and, through collaboration, achieve breakthroughs that help make place-based work more possible and more impactful. BIGs are a dedicated space for bold thinking, practical learning and rapid prototyping.

As one of the Nodes of the QLD Places Network, Logan Together is leading the first BIG on Collaborative Commissioning.

The Network connects place-based initiatives across QLD to learn together, optimise levers for change and shift systems.

The Network sets out to increase efficiencies, drive innovation and future proof our QLD place based eco-system by building capability, establishing collaborative governance, and catalysing systems change.

*For all place-based initiatives in QLD, delivered by:*



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## Context and alignment



### Scope

**This workshop brought together key parts of the Queensland system to explore the current collaborative commissioning landscape, understand what is working well, where the barriers sit, and identify the opportunities that could be unlocked through a more joined-up effort.**

### Objectives

- Build a shared understanding of the value and practical realities of collaborative commissioning
- Explore how collaborative commissioning works in practice through real examples
- Identify the enabling conditions needed to support collaborative commissioning, and the roles we each play in helping create them
- Surface the key pain points and barriers, and begin to solve for them together
- Clarify the roles, contributions, and responsibilities needed to move this work forward
- Agree the next steps for progressing collaborative commissioning beyond the event

## Our commissioning journey

We started our two days together by anchoring ourselves in why Collaborative Commissioning is worth doing.

We heard from *Kenny Duke*, Logan community leader about how commissioning impacts communities.

We heard from *Michelle Lucas*, Executive Director of Logan Together about the possibilities she is seeing across the system right now and the opportunity in front of us.

**Our approach across the 2 days followed this structure:**



**SCAN**



**FOCUS**



**ACT**

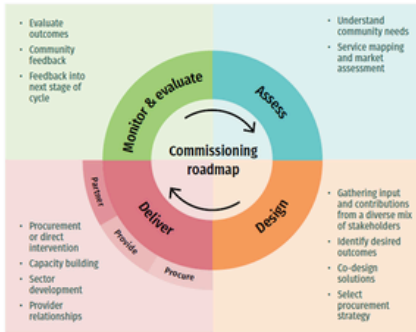


# Definitions

## Commissioning approaches

### What is commissioning?

- Commissioning is a strategic, evidence-based, and collaborative process of planning, purchasing, coordinating and monitoring services to meet the specific needs of a local population (adapted from PHN definition).
- Commissioning includes a number of phases, and is more than just procurement and contract management. This diagram has been adapted from Brisbane North PHN:



### What are collaborative approaches?

- All commissioning steps can be done in ways that are transactional, relational or collaborative, or a mix. The approaches are not mutually exclusive – collaborative approaches usually include transactional and relational elements.



Approach	Used when	Example (assessment)
<b>Transactional</b> – focused on outputs through data, formal procurement, KPIs and regulations	The outputs needed to achieve outcomes are well known, and do not require a shared vision	Needs are assessed using population outcome and service use data
<b>Relational</b> – focused on outcomes through partnerships	Partners have a shared vision and have the levers to achieve outcomes but need to be flexible on outputs	Opportunities and needs are assessed by partners based on shared understanding of data and stakeholder consultation
<b>Collaborative</b> – focused on outcomes through sharing power and decision-making with community and other partners	Achieving a shared vision requires complex, long-term changes, community empowerment across portfolio areas, and shared decision-making	Opportunities and needs are assessed using shared decision-making based on common understanding of data, consultation and lived experience

Collaborative Commissioning is when multiple partners – community, providers and funders – all take a collaborative approach at every phase of the commissioning cycle to deliver community outcomes. This involves shared decision-making, co-designing solutions, co-deciding delivery approaches and sharing implementation, monitoring and evaluation.

Produced by PLACE for the Queensland Place Network Breakthrough Innovation Group, March 2020

Each of these can sit within the scope of Collaborative Commissioning:

### ► Relational contracting

- Prioritises long-term relationships
- Shared objectives
- Recognises that not all outcomes, risks or solutions can be specified in advance
- Prioritises continuous improvement

## ► **Shared decision-making**

- Power sharing with communities – decisions made collectively
- Roles, responsibilities and decision rights clearly agreed
- Place-based focus
- Community reps are chosen by and accountable to community
- Government & other funding reps endorsed by community

## ► **Joint decision-making**

- Specific model for Empowered Communities
- Structured shared decision-making arrangement between government and First Nations communities

## The current context

	<b>Regional Commissioning</b>	<b>Joint Commissioning</b>	<b>Co - Commissioning</b>
<b>Core idea</b>	Organised around a geographical region and population	Two or more funding organisations plan and commission services together	Shared responsibilities between different funders
<b>Decision-making</b>	Led by a regional authority or lead agency	via formal governance	Defined division of roles set out in agreements
<b>Funding</b>	Control held by one lead funder	Pooled or aligned funding	Split funding authority across funders
	<i>"decisions made closer to the ground"</i>	<i>"funders align decision-making"</i>	<i>"funders coordinate decision-making"</i>

# A useful framework



## 1 - Activity funding

Funding is provided for one defined activity or service in response to a need.

### Available funding tools:

- *Simple procurement*
- *Grant*
- *Seed funding*



## 2 - Outcome alignment

Funding and activities are aligned around a shared outcome across multiple services or efforts.

### Available funding tools:

- *Needs based funding*
- *Outcomes based contracts*
- *Joint commissioning*



## 3 - Place integration

Investment and delivery are coordinated around a shared local plan shaped by community voice.

### Available funding tools:

- *Place-based commissioning*
- *Regional commissioning*
- *Pooled funding*



## 4- System Transformation

Decision-making, investment and accountability are reconfigured so the broader system can work in a more joined-up, community-shaped way.

### Available funding tools:

- *Collaborative commissioning*

**Note:** This is not a “climb and discard sequence” It’s an accumulation of capability and potential funding tools.

# Chatrooms

Four case studies of commissioning were described by the communities that experienced them. Participants had the opportunity to engage with three of the four.



## Activity Funding

**Strong Communities,  
Gladstone**

- Crystal Robson



## Outcome Alignment

**Department of Child  
Safety & Village Connect**

- Anje Cramp
- Pastor Ruta Akoali
- Dr Annaley Clarke



## Place Integration

**Cape York  
Partnerships**

- Jim Davis



## Systems Transformation

**Logan Together, Strong  
Beginnings, One Gov,  
Big Business**

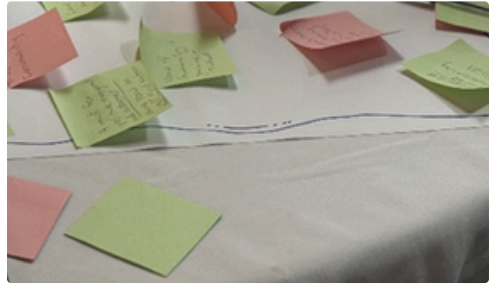
- Michelle Lucas
- Fiona Roebig
- Nicole Marsh



## Brainstorming



Based on the case studies we heard this morning and our own professional or lived experience, for each of these types of commissioning, **what does success look like? What are the pain points?**



# Successes and pain points

- **Prioritisation:** Successes and Pain points were prioritised to the top three for each type of commissioning...

## Activity funding



Capture the 3 most significant success points clearly below:

Flexibility of funding to meet community needs.  
Community led data informs activity funding  
Maximising relationships + partnership to maximise outcomes for the community not the organisation.

Capture the 3 most significant pain points clearly below:

1. Funding and resources <sup>DON'T</sup> align with long-term outcomes
2. High administrative <sup>cost</sup> for applying to multiple streams. Need backbone to stitch it back together.
3. Funding is siloed and competitive which makes relationships

## Outcome alignment



Capture the 3 most significant success points clearly below:

- 1) Tender prepares to do different + maintains coverage, flexibility, fund the opening / host, then pathology
- 2) Funding + time for capability + capacity + testing  
Tender enables community to support this
- 3) Risk  
Collection  
Sharing  
Investment  
Evidence  
Source  
Community  
Investment  
sense-making  
story telling

Capture the 3 most significant pain points clearly below:

- 1) LACK OF MECHANISMS TO EMBED INTO EXISTING SYSTEM CHANGE
- 2) PILOT CIRCLES + ALWAYS LOOKING FOR NEW IDEAS
- 3) STRUGGLE TO MEASURE WELLBEING / OUTCOME (LEADS A HOLE ON OUTCOME)
- 4) ACCESS TO SHARED DATA + CAPABILITY TO SHARE, VIEW + ANALYSE

## Place Integration



Capture the 3 most significant success points clearly below:

- 1) Capability Building - Development
- 2) Embedding Community Voice
- 3) Flexible, Innovative Governance

Capture the 3 most significant pain points clearly below:

- 1) Transparency - Lack of sharing information + data
- 2) Inflexible, strict funding - contract guidelines (customisation + personalisation)
- 3) Change in Government - political roles, focus, performance

## Systems Transformation



1. Alignment: principles + practices  
: build trusted relationships in shared purpose  
: governance  
Resourced  
: Capability building across all sectors + underpinning infrastructure.
3. Innovation proven through iterative learning + economic benefit.

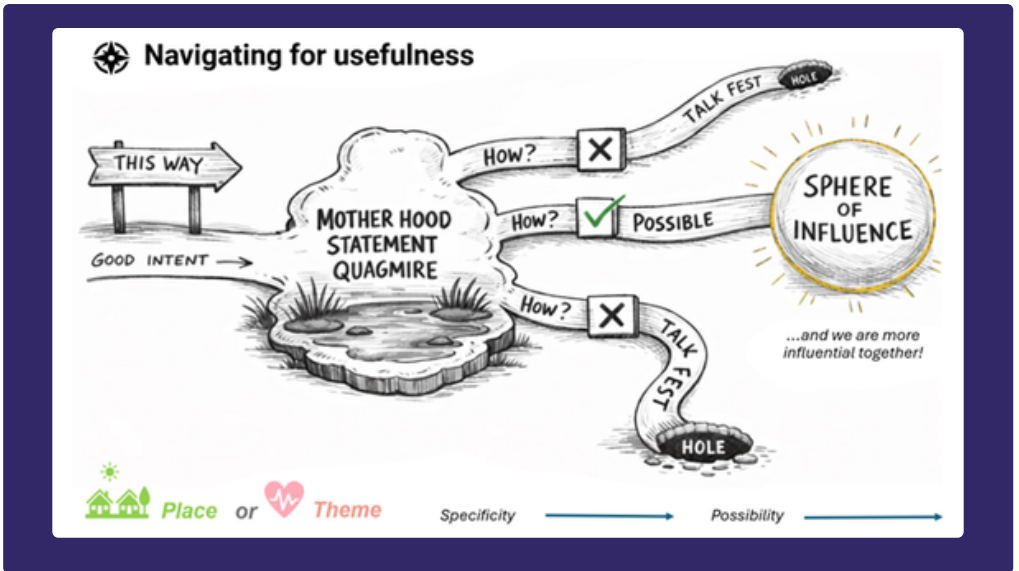
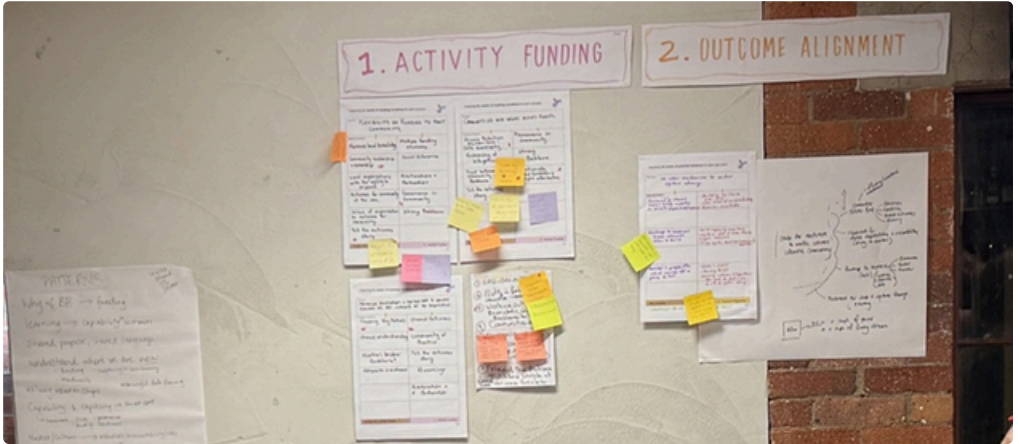
Capture the 3 most significant pain points clearly below:

1. Leaders / Silos causing problem with aligning priorities - power and leadership also at play
2. Changes in people makes difficult to maintain momentum - capability losses and environments (support/inf) important
3. Time - incentives are short term, systems change is long term

➤ **Enabling Conditions for Success and Solutions to Pain Points:**

For each Success priority we unpacked the **enabling conditions** required to achieve it and for each pain point priority we considered **solutions to resolve it**.

Throughout our time together we used this framing to help us get to the most useful language possible to create action...



## Where to begin?

Based on the elements prioritised on day one, the next day we decided to dive into how we could make them happen. We started by prioritising which of the 7 key elements we wanted to tackle and chose 2.

### The 7 key conditions for success were:

- 1 Community leadership and governance- including how power is shared
- 2 Data and evidence exchanges- including outcomes story
- 3 Appropriately funded and enabled infrastructure in community
- 4 Appropriately funded and enabled infrastructure government, philanthropy and corporates
- 5 Technical protocols and process- including how resources flow
- 6 Collective learning- including how we shift mind frames
- 7 Relationships- including the practices and mindsets needed



The other five key elements will be progressed in the medium to longer-term, but we needed somewhere tangible to start.

We split into two groups to craft the key actions required, then we allocated ourselves where we thought we had a role to play in achieving those actions from our place in the system.

We captured who could do what and what assets we could draw on to support action. See Appendix B.

They key actions decided were:

**3 Appropriately funded and enabled infrastructure – Community**

**4 Appropriately funded and enabled infrastructure – Government/Philanthropy /Big business**

To see the key conditions for success being decided in action, check out the footage from the day: [youtube.com/watch?v=7TBaF\\_3sBNo](https://www.youtube.com/watch?v=7TBaF_3sBNo)

## Focus area: 1



### Appropriately funded and enabled infrastructure – community (including community-led sustainability)

There was agreement that early and later stage communities would need to prioritise different actions, based on their place-based, community-led stage of development.

#### ➤ Early stage community strategies

- 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.)
- Operationalise the community artefact to enable shared accountability
- Undertake research to understand the infrastructure required to do collaborative commissioning; data capture, analysis expertise, facilitation capability, community intelligence
- Map what infrastructure currently exists and identify any gaps
- Leverage experience of other places to learn and fail fast

#### ➤ Later stage community strategies

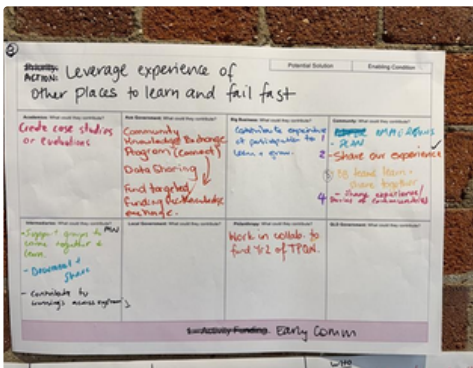
- Map the authorising environment to participate in collaborative commissioning around focus topic: Which organisations? Who is authorised by community to approve what?
- Establish collective governance within commissioning cycle, which includes community, provider and funder – in provider contracts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

## Focus area: 2

# 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

- Create a model for Community Investment Fund for community-led sustainability. Coordinate groups to co-design (corporates, government, community)
- Co-design the Roadmap to readiness across sectors
- Design and implement the mechanism to address capability gaps
- Establish a Stewardship Table
- Community Investment Fund







# Our participants

## **Department of Social Services**

Kerry Darbyshire

Mike Hair

## **Department of Natural Resources and Mines, Manufacturing, Regional and Rural Development**

Kelly Stoertzer

## **Department of the Premier and Cabinet**

David Sinclair

## **Darling Downs and West Moreton Primary Health Network**

Jen Newbould

Amy Wilson

## **Investment Dialogue for Australian Children**

Caitlin Stone

## **Department of Employment and Workplace Relations**

David Morgan

## **Logan Together**

Dave Porter

Michelle Lucas

Adrienne Godsmark

Dan Rawlins

## **Institute for Social Science Research, The University of Queensland**

Tim Reddel

## **Public Sector Commission**

Abbey Richards

## **Queensland Health**

Hannah Christensen

## **Strong Beginnings**

Fiona Roebig

Nicole Marsh

## **Department of Youth Justice and Victim Support**

Ana Hales

## **Village Connect**

Naomi Pelite

Ruta Aloalii

## **Gladstone Regional Council**

Kylie Lee

Bri Janson

## **Australian Institute of Health & Welfare**

Kindalin Masters

## **Department of Local Government, Waters and Volunteers**

Jae Lancaster

## **The Bryan Foundation**

Gayle Evans

## **Infinity Community Solutions Ltd**

Annalee Clarke

## **James Cook University**

Allan Dale

## **Stockland**

Justine Felton

## **Settlement Services International**

Sahba Hamid

## **Department of Families, Seniors, Disability Services and Child Safety (DFSDSCS)**

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Kathryn Dyble

Jacob Trotter

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## **PLACE**

Matt Mulcahy

Andrew Davitt

Jeanelle Gibson

## **Queensland Kids Partnership**

Roger Meany

Rowena Cann

Eula Rohan

Michael Hogan

## **TFFF**

Katie Norman

## **Cape York Partnerships**

Jim Davis

## **Logan City Council**

Bec Anderson

## **Strong Communities**

Emily Cook

Crystal Robson

## **Gladstone Region Engaging in Action Together**

Melanie Ohl

Sarah Jacob

## **Centre for Policy Development**

Ryan Martin

## **Country to Coast Qld Primary Health Network**

Olivia Naughtin

# Thank you

Thank you to all of the participants, partners and community members who attended the event.


Our Queensland Places Network philanthropic funding partners include:



## ***Interested to see the Action Plan?***

To see more detail about each action under the key focus areas, refer to the *attachments*.

Action Groups will take this work forward in the coming months to continue building the action plan for effective collaborative commissioning.

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