



Commissioning Roadmap 2022 – 2024

INTRODUCTION



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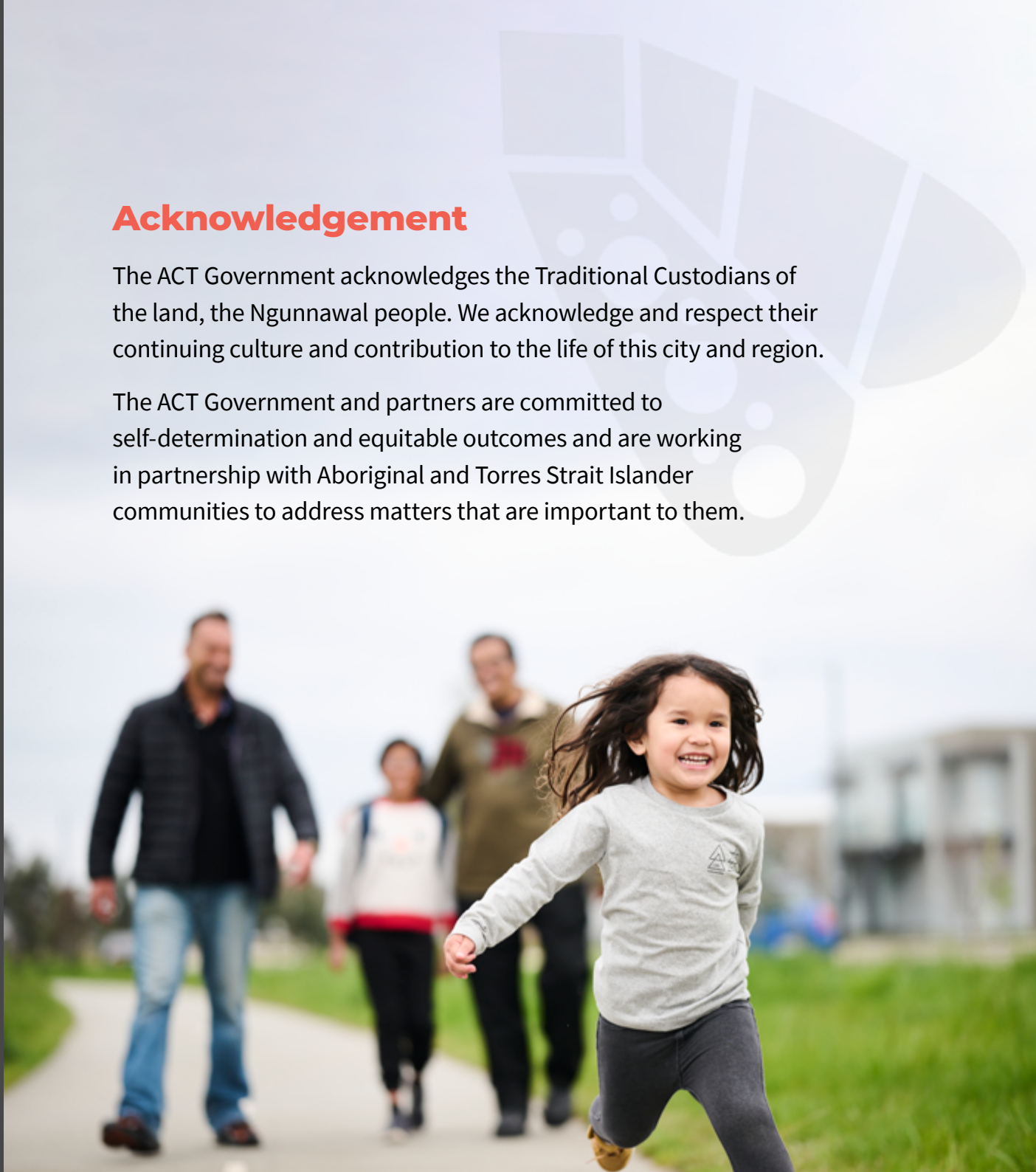
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Acknowledgement

The ACT Government acknowledges the Traditional Custodians of the land, the Ngunnawal people. We acknowledge and respect their continuing culture and contribution to the life of this city and region.

The ACT Government and partners are committed to self-determination and equitable outcomes and are working in partnership with Aboriginal and Torres Strait Islander communities to address matters that are important to them.



Welcome to the 2022-2024 Commissioning Roadmap

Introduction

Commissioning is a new way of designing, funding, and delivering a fit for purpose human services system within the ACT. It is a methodology that ensures our system, and the services and programs within it, are meeting the needs of our community.

You may be joining the commissioning journey for the first time or bringing your wisdom and experience to a commissioning co-design activity. You may be a public servant within government taking on the role of commissioner or a commissioned partner delivering services, programs or projects that benefit the Canberra community.

You may be a person who has sought support, accessed services and programs, and you are sharing your experience and expertise to improve the system.

Welcome to commissioning – by working together through Commissioning, we will ensure our human services system is meeting needs of Canberrans.

We began our commissioning journey in 2021 and through these first experiences of commissioning we identified opportunities to improve commissioning as a practice. Then, as commissioning gained momentum; it was clear how important the Commissioning Roadmap is for everyone to:

- plan and participate– being informed of upcoming cycles and phases
- understand – key concepts and the overall system reform
- be assured – governance checks and balances are in place
- develop – by learning about the skills and capabilities for commissioning

We undertook this refresh and examined what we needed to refine and provide to ensure everyone would continue to find the Commissioning Roadmap relevant, valuable, and useful.

We present the 2024 Commissioning Roadmap online and in three (3) distinct sections

- Commissioning as a 10-year reform
- Commissioning in practice
- Commissioning progress and plans through to 2024

Commissioning as a 10-year reform

Through Commissioning, we have embarked on a 10-year reform for our human services system to ensure this system meets the needs of Canberrans, particularly those experiencing vulnerability or disadvantage.

By 2030 Commissioning will transform our human services system and the relationships, services, and programs within it to:

- Better respond to community need, both existing and emerging, through increased flexibility and opportunities for innovation.
- Improve integration across the service systems to support seamless and holistic care, and transitions between services.
- Reduce pressure on our hospitals and other crisis services, such as homelessness or statutory services for children, young people, and families, by prioritising prevention and early support.
- Improve equity in health and life outcomes for priority population groups, through commissioning decisions made about where and how to focus support.
- Improve sector sustainability through closer partnerships and better understanding the needs of our service delivery partners.

The 2024 Roadmap identifies the key actions we need to take to realise these outcomes by 2030. To support reform of the human services system, get involved in one of the many forums for government and non-government organisations that are driving progress for commissioning.



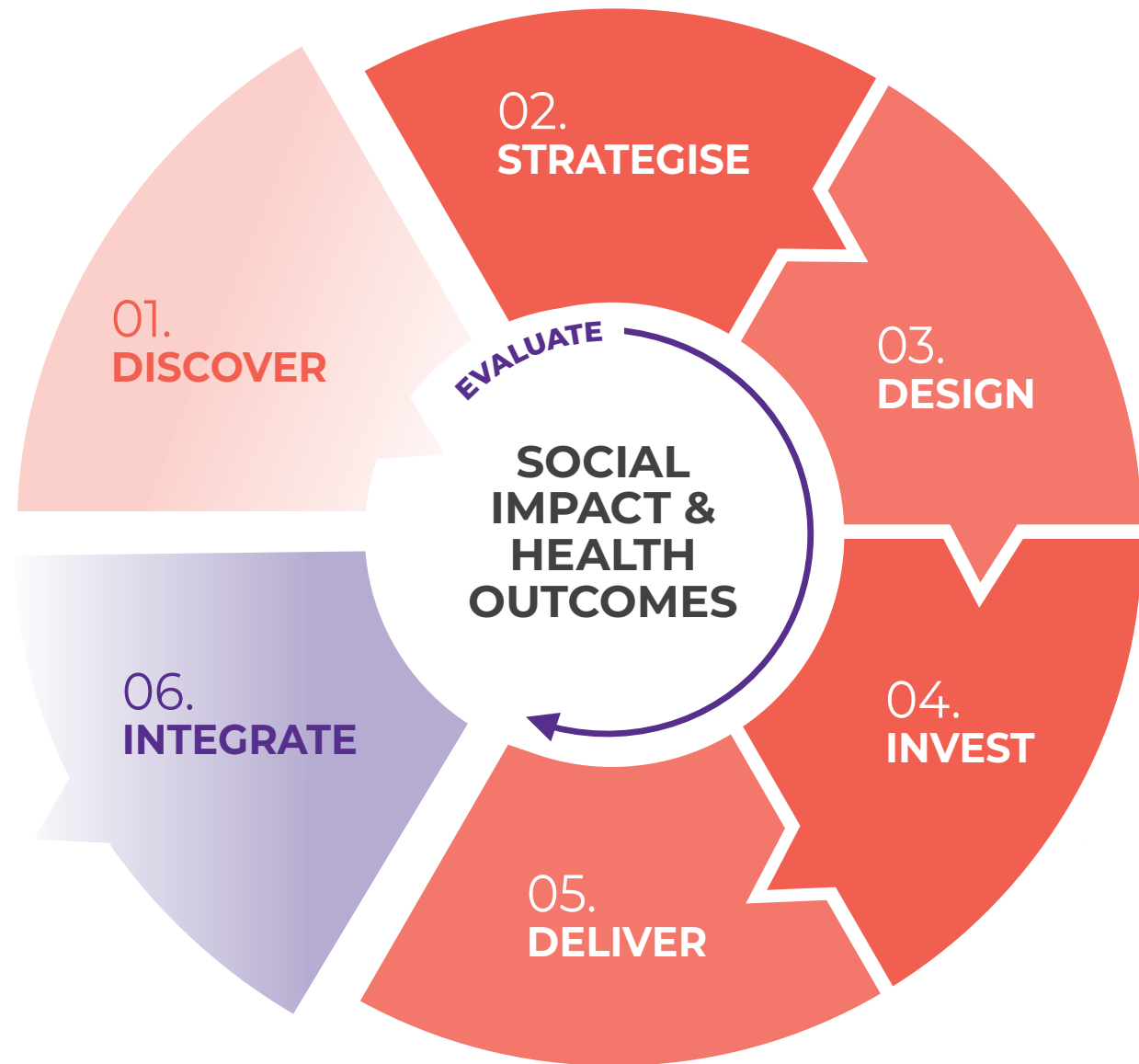
Commissioning as a practice

Commissioning is a cycle through which we examine community needs together with more rigour; we collaborate across the sector and government to address service delivery gaps; and we explore opportunities to provide services in new ways. The cycle is adaptable and involving several phases – discover, strategise, design, invest, deliver, integrate, and evaluation.

This becomes a consistent way of working together – government and non-government – to keep the human services system responsive to needs. Through the cycle we realign the relationship between government and non-government sector – making our partnerships more productive and responsive to community needs.

The 2024 Roadmap has enhanced the practice guidance and included lessons learnt from the initial commissioning cycles (2021–2022).

To learn more about Commissioning as a practice, use the 2024 Roadmap, join regular webinars and conversations about commissioning, and access resources through the commissioning website.



Commissioning progress and plans to 2024

Commissioning progress to date

The interruptions of COVID-19 delayed our early development work and have also impacted our commissioning processes to date. COVID-19 required us to be more flexible and to find different ways of coming together. It has also been an opportunity for us to demonstrate that we can innovate at speed, work together differently, and trial different ways of investing to meet the needs of the community.

The 2024 Roadmap outlines how we are or how we intend to track commissioning process as:

- as a whole-system reform and how well we deliver the overarching commissioning priorities
- via the support provided for commissioning capability and skills development across the government and non-government sector
- by the outcomes delivered or commissioned that improve wellbeing through the quantity and breadth of active commissioning cycles across the ACT Government
- by the experience of commissioning participants against the shared principles

Commissioning progress and plans through to 2024

To the end of 2024 we are forecasting more than 30 active commissioning cycles across the human services system delivered by the Community Services Directorate, ACT Health Directorate and Justice and Community Safety.

The forecast includes Commissioning for Aboriginal Community Controlled Organisations which delivers a key tenet and priority for commissioning as a 10-year reform – Aboriginal and Torres Strait Islander self-determination.

Through commissioning, we seek to design, invest in, and deliver culturally safe services that foster truth-telling, healing, connection, and positive outcomes for the Aboriginal and Torres Strait Islander community of Canberra.

We provide advice to government and non-government organisations to mitigate repetition, engagement fatigue or the challenge of organisation engagement across multiple concurrent cycles.

This forecast helps government coordinate and the non-government sector plan their engagement with commissioning. To stay up to date on commissioning activities sign up for the e-newsletter Commissioning Conversations, follow the Commissioning online and attend a Community or Health Sector Update.

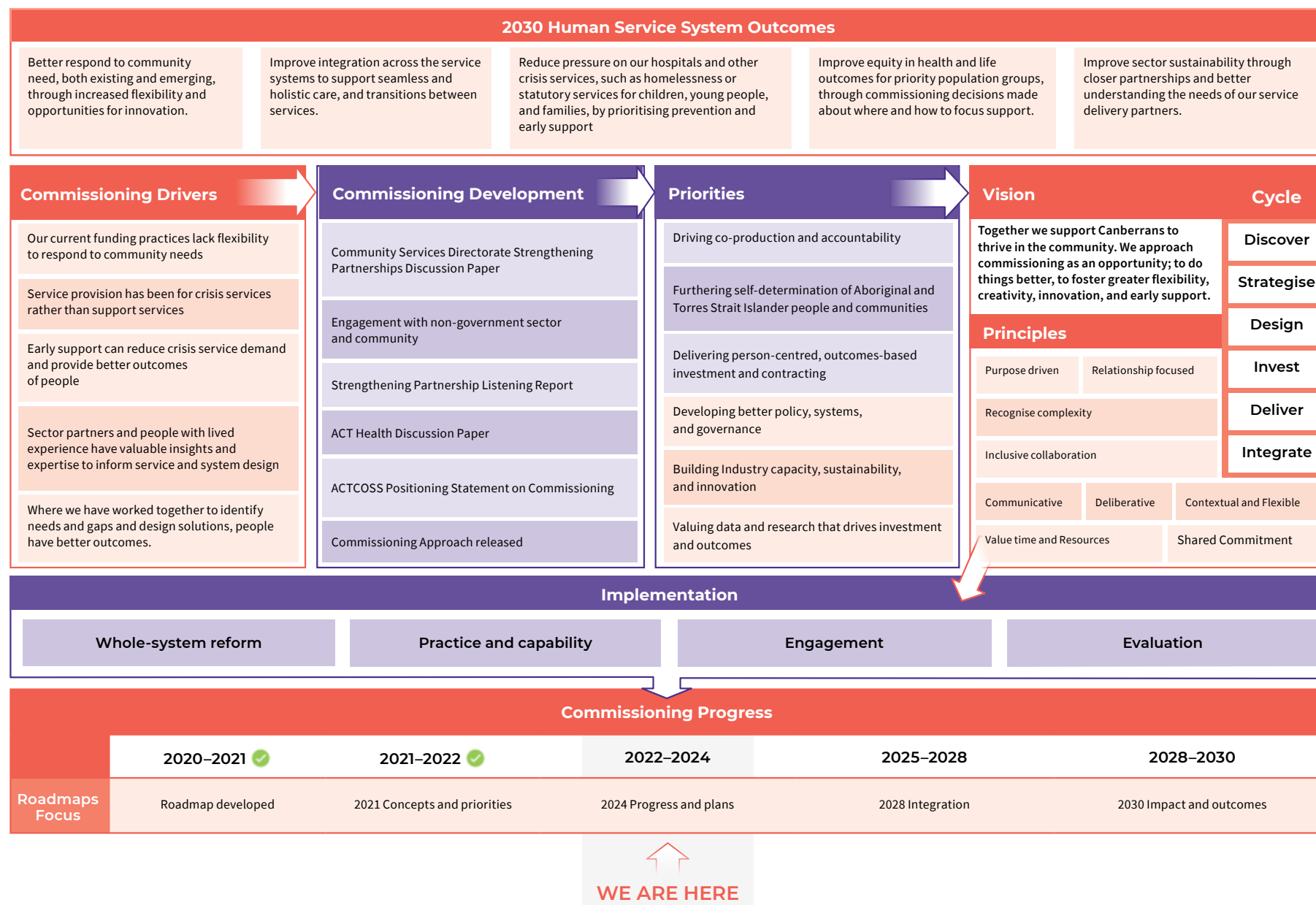
What's next?

In mid-2024 we will start refreshing the commissioning Roadmap again to forecast out to 2028. These review periods will keep it relevant and valuable for the government and the non-government sector as commissioning matures over the next 10 years.

Acknowledgements

We would like to take this opportunity to thank the Commissioning teams in both the Community Services Directorate and the ACT Health Directorate as well as sector members of the Roadmap Refresh Sounding Board who contributed and informed the development of the 2022 - 2024 Commissioning Roadmap.

Commissioning overview



Terms and Definitions

Throughout the 2024 Commissioning Roadmap, we use a wide range of terms.

Term	Meaning
Commissioning	Commissioning is a new way of designing, funding, and delivering a fit for purpose human services system within the ACT. It is a methodology that ensures our system and the services and programs within it are meeting the needs of our community.
Client or service user	A person using a service or program.
Co-design	Designing with government, sector, and people with lived experience; as opposed to designing for.
Collaborative method or activity	The creative thinking tool or activity used to generate collaboration.
Commissioning cycle	The series of commissioning phases that are repeated in the same order to create a cycle.
Commissioning intention	A clear statement of intent for a future commissioning activity or cycle, recognising that all issues may not be able to be addressed in a single cycle.
Commissioning phase	A distinct period or stage in the commissioning cycle.
Commissioning practice	The application of the commissioning cycle and shared principles as an experience, actions, and behaviours.
Co-production	A relationship where government, sector partners and community members collaboratively design and deliver health and support services across the full commissioning cycle.
Funding stream	A narrow or defined area of funding for a specific purpose or service.
Intersectionality	Intersectionality refers to an understanding of these social categorisations as they apply to individuals but also, to the responsiveness of services to the range of needs of these groups.
Lessons learnt assessment	Demonstrating how a commissioning activity, phase or cycle fulfilled the shared principles of commissioning and where there may be areas for improvement.
Lived experience	Personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people.
Market	The breadth and depth of organisations available to provide a service or program.

Term	Meaning
Non-government organisations	Typical non-profit or for purpose entities that are independent of government. They can be operational, or advocacy focused or both. Funded in a range of ways through membership, private donations, sale of goods and services, grants or investment by government in a service or program.
Sector	A distinct part of society where an activity is undertaken. In this context, the health and community sector. Sub-sectors are the components of a sector often defined by a funding stream, a particular service type or the target vulnerable population group.
Sector partners	Non-Government Organisations (NGOs) operating in the health and community sector that form purposeful relationships with government to deliver services to clients.
Service stream	Work undertaken for a client or group of clients.

References

To develop and refresh the 2024 Commissioning Roadmap, we have relied on the following references:

- Oxford: A dictionary of media and communication (2nd ed.). New York, NY: Oxford University Press, 2016
- Planning in a Commissioning Environment – a Guide, June 2016
- Change Management and Commissioning Competencies Guidance, July 2018
- Market Making and Development Guide, July 2018
- Designing and Contracting Services Guidance, June 2016
- A Guide to Manage Contracts with Commissioned Organisations, May 2017
- The value of lived experience in social change: The need for leadership and organisational development in the social sector, July 2017
- Strengthening Partnerships Discussion Paper – Community Services Directorate, 2019
- ACT Health Discussion Paper, 2019
- Strengthening Partnerships Listening Report, August 2021
- The ACT Approach to Commissioning, August 2021
- ACT Health Directorate and Community Services Directorate Commissioning Roadmap – for NGO services in the community 2021–2023, released August 2021
- ACT Wellbeing Framework, February 2020
- The Social Compact – a relationship framework between the ACT Government and the community sector 2012
- ACT Community Services Industry Strategy 2016-2026

