



GOVERNMENT OF  
WESTERN AUSTRALIA

**STATE COMMISSIONING STRATEGY FOR**

# **Community Services**

**Implementation Plan**

**2024 – 2026**



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***The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures; and to Elders both past and present.***

The State Commissioning Strategy for Community Services (the Strategy) has been developed to improve how government works with organisations to deliver community services to Western Australians in need. The Strategy introduces strategic commissioning at the centre of our decision making and includes four key themes with guiding principles as depicted in the image below.



## Purpose and scope

**Positive progress has been made under the Strategy, however, the transition to commissioning will take time and requires an iterative approach.**

The purpose of the Implementation Plan 2024-2026 (the Plan) is to set out priorities, actions and responsibilities for the next two years, build on the achievements made to date under the initial Implementation Plan, and commit to ongoing improvement as we continue to implement the five-year Strategy.

The transition to commissioning requires a partnership approach between all parties in the system including central government agencies,<sup>1</sup> government line agencies,<sup>2</sup> the community services sector and Aboriginal Community Controlled Organisations (ACCOs). This Plan includes responsibilities for all parties that, when actioned, will benefit the whole system and the focus is on how government can support change. The actions provide direction and support at a whole of government or whole of system level and these will be translated and reflected in agency and portfolio specific priorities.

Government line agencies identify specific commissioning priorities through their Agency Commissioning Plans (ACPs). All ACPs for community services must align with the Strategy to ensure that services are appropriately targeted, and that Western Australia (WA) is moving towards a commissioning approach at a whole-of-government level. The bulk of community services are delivered on behalf of five key line agencies: the Departments of Communities, Education, Health, Justice and the Mental Health Commission.<sup>3</sup>

This Plan is to be read in conjunction with the following strategies and policies:

***The State Commissioning Strategy***

***The Delivering Community Services in Partnership Policy***

***The National Agreement on Closing the Gap***

***The Aboriginal Empowerment Strategy 2021-2029***

***The Western Australian Procurement Rules***

***Whole of Government Aboriginal Community Controlled Organisation Strategy for Community Services to Aboriginal People (Western Australia)***



<sup>1</sup> 'Central government agencies' or 'central agencies' refers to the Departments of Finance, Treasury and the Premier and Cabinet.

<sup>2</sup> 'Government line agencies' or 'line agencies' refers to government agencies that procure community services.

<sup>3</sup> While other agencies procure community services, it is expected that activity under the Plan will be proportionate to the agency's investment in community services.

### Enablers

The Strategy identifies four key enablers for implementation, presented at the centre of the image below. The Plan has eight priorities which have been identified through the enablers, consultation undertaken and the themes of the Strategy.





# Priorities

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The priorities and the range of activities required to implement the Strategy will drive progress towards embedding a commissioning approach, improving outcomes and achieving positive long-term change.

**Priority 1:** Implement Agency Commissioning Plan framework

1

**Priority 2:** Improve and increase contracting with Aboriginal Community Controlled Organisations

2

**Priority 3:** Embed governance structure

3

**Priority 4:** Supporting a sustainable system for commissioning community services

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**Priority 5:** Opportunities for integrated and place-based services

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**Priority 6:** Support organisational change to facilitate commissioning

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**Priority 7:** Develop commissioning education, training and guidance

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**Priority 8:** Options for data sharing and implement the outcomes measurement framework

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# Implement Agency Commissioning Plan framework

PRIORITY

1



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services - focus on Aboriginal outcomes & partnerships**



**Well-led, supported & transparent system**

Implementation of the Agency Commissioning Plan (ACP) framework is the key tool to plan and monitor progress towards a whole-of-government commissioning approach under the Strategy. The ACP framework is based on a two-year cycle<sup>1</sup> and the resulting plans provide an update on line agencies' strategic commissioning activities. The ACPs include information on the prioritisation of ACCOs, commissioning activities to be undertaken as part of the ACCO Strategy,<sup>2</sup> implementation of integrated and place-based services, the sustainability of community services, agency capacity and capability to undertake commissioning and the approach to co-design or collaboration.

During the development of ACPs, commissioning opportunities to support the WA Government's achievement of Closing the Gap requirements improving outcomes for Aboriginal people in WA are considered.

The ACPs provide a mechanism to clearly communicate with the sector and government how line agencies are driving change at a departmental and individual service or program level. They link to agency budget considerations and provide transparent information which is expected to lead to opportunities for greater collaboration across line agencies.

The 2023-25 ACP process delivered significant benefits and there was a positive, coordinated response by central agencies in the review of all ACPs. Central agencies developed strategic, high-level feedback for line agencies to incorporate into their final ACPs. Publication of ACPs provided important information and transparency enabling the community services sector to better understand each agency's commissioning agenda.

Further improvements are expected for the next ACP cycle with a more streamlined and coordinated process and increased line agency compliance with consultation, data, and publication requirements.

<sup>1</sup> ACPs can be updated more regularly at the line agency's discretion.

<sup>2</sup> See Priority 2: Improve and increase contracting with Aboriginal Community Controlled Organisations.



## Coordinating agency

Department of Finance

## Progress under the 2022-2024 Implementation Plan

- Finance established the ACP framework.
- Line agencies developed 2023-25 ACPs.
- Central agencies reviewed 2023-25 ACPs and provided feedback.

## Actions for the 2024-2026 Implementation Plan

1. Finance to analyse the ACP framework and process for submission, data, review, publication and reporting to ensure it is streamlined, efficient and coordinated.
2. Finance to update ACP framework to include more guidance on requirements for consultation with the community services sector.
3. Line agencies to undertake planned and effective stakeholder consultation on ACPs and ongoing commissioning activities. Summaries and proposals to be included in 2025-27 ACPs.
4. Line agencies to publish 2023-25 and 2025-27 ACPs for transparency and accountability.
5. Finance to analyse 2025-27 ACPs for opportunities for integrated services, to the extent possible based on completeness of data.

## Expected benefits

- Consistent framework across line agencies to support the community services sector's understanding of line agencies' future commissioning intentions.
- Simplified ACP review processes and more realistic and beneficial ACP data requirements placed on agencies.
- Improved accountability and transparency of proposed commissioning activities across line agencies.
- Improved evidence base to enable opportunities for integrated services, improved co-design and co-commissioning.
- Agency commissioning processes aligned to the budget cycle.
- A consistent evidence base to support government decision making.
- Improved assessment of risks to commissioning including current skill gaps and areas for improvement.

## Roles and responsibilities

### Central agencies

- Reviewing and updating the ACP framework.
- Undertaking 2025-27 ACP reviews.
- Reporting to governing bodies, as defined by the governance structure.
- Assisting line agencies with consultation with the community services sector.

### Line agencies

- Developing and updating ACPs.
- Submitting 2025-27 ACPs for review.
- Consulting and communicating with the community services sector.
- Ensuring agency activities align with the ACPs.
- Publishing 2025-27 ACPs.

### Community services sector

- Consult with central agencies around updated ACP framework and guidance.
- Engaging in consultation on 2025-27 ACPs and commissioning activity.
- Peak bodies to contribute to ACPs, offer additional communication options and provide wider sector leadership and support. Leadership to be provided directly or via formalised governance arrangements including the Delivering Community Services in Partnership Working Group.

## Timeframe for completion of actions

1. First quarter 2025 – finalisation and release of ACP framework and process.
2. First quarter 2025 – finalisation of guidance for consultation with community services sector.
3. Second quarter 2025 – consultation on 2025-27 ACPs, with ongoing consultation as required.
4. Fourth quarter 2025 – publication of 2025-27 ACPs on line agency websites.
5. Second quarter 2026 – analysis of 2025-27 ACP data.

# Improve and increase contracting with Aboriginal Community Controlled Organisations

PRIORITY

2



A community & person-centered approach focused on outcomes



A sustainable system



Inclusive services - focus on Aboriginal outcomes & partnerships



Well-led, supported & transparent system

The Strategy identifies inclusive services as a key theme with a guiding principle of prioritising Aboriginal empowerment in the delivery of outcomes for Aboriginal people, organisations and communities. This theme provides an opportunity to support ***Closing the Gap Priority Reform 2: Building the Aboriginal Community Controlled Sector***. When government agencies collaborate and partner with ACCOs to design services – whether they are delivered by an ACCO or not – outcomes are improved. The Strategy supports Priority Reform 1: Partnerships and Shared Decision-Making and Priority Reform 3: Transforming Government Organisations.

***The Aboriginal Empowerment Strategy*** requires government agencies to significantly increase the proportion of services delivered by ACCOs in relevant sectors. There is an ongoing need for central leadership to enable engagement with ACCOs.

Contributing to this priority under the 2022-2024 Implementation Plan is the work undertaken by the Department of the Premier and Cabinet (DPC) in developing the whole-of-government ACCO Strategy and supporting the establishment of an ACCO peak body. The whole-of-government ACCO Strategy demands greater involvement of ACCOs in planning, designing, and delivering more services to Aboriginal people. This involvement recognises the existing strength, expertise, and community connectedness of ACCOs across the state.

The Department of Treasury (Treasury) undertook an Aboriginal Expenditure Review which provides vital information on the current status of expenditure as government moves forward in establishing sustainable and effective funding for ACCOs.

Finance reviewed and updated the Delivering Community Services in Partnership Policy to include a definition of ACCO, the ability to directly engage ACCOs, greater emphasis on cultural safety, and the prioritisation of Aboriginal people, communities and organisations.

## Coordinating agency

Department of the Premier and Cabinet

### Progress under the 2022-2024 Implementation Plan

- DPC released the whole-of-government ACCO Strategy in May 2024.
- The Council of Aboriginal Services WA (CASWA) was established as WA's second ACCO peak body, with support from the Aboriginal Health Council of WA and DPC.
- Line agencies outlined their approach to increasing ACCO service delivery in the 2023-25 ACPs.
- Treasury undertook an Aboriginal Expenditure Review, identifying direct expenditure on services provided to or accessed by Aboriginal people. This data can support planning and reallocation of services funding to the ACCO sector by Government.
- Finance established an ACCO definition and the ability to directly engage ACCOs to deliver community services under the Delivering Community Services in Partnership Policy.

### Actions for the 2024-2026 Implementation Plan

1. CASWA, DPC and Finance to investigate the feasibility of an ACCO directory, simplifying identification of potential ACCO providers.
2. DPC to consider approaches to the management and coordination of investment in ACCO capacity and capability.
3. Finance to consider and develop training and guidance to support procurement and commissioning activities with ACCOs, leveraging existing resources to minimise repetition of work across government and the ACCO community services sectors.
4. Line agencies to reflect ACCO Strategy commitments and how they are engaging ACCOs in program design in their 2025-27 ACPs.
5. Line agencies to support ACCO capacity building efforts, as set out in National Closing the Gap Sector Strengthening Plans and their ACPs.
6. Treasury to undertake annual Aboriginal Expenditure Review.
7. Central, line agencies and CASWA collaborate to identify opportunities through commissioning.

### Expected benefits

- Guidance to commissioning line agencies is captured in a Government endorsed Strategy and an ACCO Strategy, which reinforce commitments to increase the number of services delivered by ACCOs and to involve ACCOs in service design.
- Commissioning line agencies employ more flexible and targeted commissioning approaches to increase ACCO service delivery.
- The capability requirements for both ACCOs and government agencies are understood, enabling Government to accurately target capability building efforts when required.
- Commissioning line agencies can easily identify all potential ACCO partners.
- The ACCO sector, Aboriginal people and their communities have improved long term positive outcomes.
- Non-ACCOs are provided the opportunity to explore strong partnerships in service delivery with ACCOs in alignment with the National Agreement on Closing the Gap.

PRIORITY | 2



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

## Roles and responsibilities

### Central agencies

- Overseeing implementation of the ACCO Strategy via existing governance arrangements.
- Developing advice for line agencies about market stewardship of their sector(s).
- Develop an evidence base of current service delivery by ACCOs.
- Develop and share lessons learnt including transition to ACCO service delivery, consultation, co-design process and procurement methodology.

### Line agencies

- Continue to improve engagement with ACCOs to deliver services to Aboriginal people.
- Proactively build an understanding of the expertise within the ACCO sector as relevant to each service area within the agency's responsibility.
- Identify priority programs, services, contracts, or outcome areas for initial focus to transition to ACCO service delivery.
- Reflect actions to deliver the ACCO Strategy in ACPs.

### ACCO sector / Community services sector

- Community Services Organisations acknowledge the shift to ACCOs and support the transition.
- Community Services Organisation peak bodies alongside CASWA provide support and guidance to ACCOs and the wider community services sector to ensure a positive relationship-based transition.
- ACCO peak bodies represent the interests of and support WA ACCOs to take on a higher proportion of service delivery.
- ACCOs seek capability building and development options if required.
- CASWA to be a key partner for central and line agencies in the overall delivery of Priority 2.
- CASWA to support Actions 2 and 3.

## Timeframe for completion of actions

1. Second quarter 2025 – proposal for development of an ACCO directory.
2. Second quarter 2025 – proposal for management and coordination of investment in ACCO capacity and capability.
3. Fourth quarter 2025 – Finance to consider and develop training and guidance to support commissioning activities with ACCOs.
4. Fourth quarter 2025 – line agencies to reflect the ACCO Strategy commitments in 2025-27 ACPs.
5. Ongoing – line agencies to support ACCO capacity building efforts.
6. Ongoing – Treasury to undertake annual Aboriginal Expenditure Review.
7. Ongoing and as required – central, line agencies and CASWA collaborate to identify opportunities through commissioning.

## Embed governance structure

PRIORITY

3



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

Governance is key to the successful implementation of the Strategy and progress towards a commissioning approach. Governance groups are multi-level and include both central and line agencies and community services sector representation.

DPC has established the Commissioning for Outcomes Deputies Group (Deputies Group), which forms part of this governance structure, and includes Deputy Directors General and other nominated senior leaders from major commissioning government agencies (including strategy, policy, service delivery and corporate areas) that commission community services. Finance is the lead agency for this Deputies Group.

Under the 2022–2024 Implementation Plan existing community services governance groups have been leveraged and reframed to ensure that expertise is targeted and used where needed. For example, the Delivering Community Services in Partnership Working Group (DCSPWG) is an existing cross-sector group coordinated by Finance whose terms of reference have been expanded to track progress against the Strategy.

## Coordinating agency

Department of Finance

### Progress under the 2022-2024 Implementation Plan

- Finance established a multi-tiered governance structure for the implementation and ongoing development of the Strategy, including executive-level government representatives, practitioner-level government representatives and the community services sector.
- Finance established the Community Services Practitioners' Group with a high attendance rate and positive feedback. This group will continue to meet under the 2024-2026 Implementation Plan.

### Actions for the 2024-2026 Implementation Plan

1. Finance to consider best options for increased reporting of line agency Strategy compliance within existing governance structure.
2. Finance to continue facilitating governance and stakeholder groups.
3. Finance to explore opportunities for further information sharing and collaboration for line agencies.
4. Co-chairs of the DCSPWG continue to work together and ensure the group is focused on progressing the Strategy implementation.

### Expected benefits

- Improved governance structure is appropriate, connected and provides consistent direction to government and the community services sector.
- Governance structure supports line agencies and improves accountability.
- Governance structure improves transparency and provides a voice and assurance to the community services sector.

### Roles and responsibilities

#### Central agencies

- Managing governance groups where required.
- Reviewing and reporting on structures.
- Provide communication options and keep peak bodies and the sector informed.

#### Line agencies

- Participating in governance groups.

#### Community services sector

- Participating in cross-sector governance groups.
- Peak bodies to provide communication options and keep the wider sector informed.

### Timeframe for completion of actions

1. First quarter 2026 – finalisation of any updated reporting of line agency Strategy compliance within existing governance structure.
2. Ongoing – facilitation of governance groups.
3. Ongoing – explore opportunities for further information sharing and collaboration.
4. Ongoing – DCSPWG co-chairs to continue to work together.

# Supporting a sustainable system for commissioning community services

PRIORITY

4



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
- focus on Aboriginal outcomes & partnerships



**Well-led, supported & transparent system**

The State Government continues to increase investment in community services with long-term sustainability of the community services sector a key factor.

The ***Financial Guidelines for Government Agencies – Commissioning Community Services*** (Financial Guidelines) have been published to assist commissioning processes, which include a focus on identifying the true cost of service delivery.

ACPs will continue to be progressed so that community services agreements are contemporary, sustainable and appropriate, and continue to meet the needs of service users. Selected commissioning activities will be overseen by a central agency financial assurance process.

Training on costing and pricing will continue to be delivered to the community services sector in response to demand. Guidance will be developed to assist Government agencies with the trialling and use of innovative payment models where a need is identified.

Progress is being made in the commissioning of sustainable services, with service-specific issues being addressed on a targeted basis.



## Coordinating agency

Department of Treasury

### Progress under the 2022-2024 Implementation Plan

- Work on sustainable pricing and innovative payment models is in progress.
- The Financial Guidelines for Government Agencies – Commissioning Community Services have been published, supported by a targeted central agency financial assurance process.

### Actions for the 2024-2026 Implementation Plan

1. Finance to update procurement templates to ensure clear costing and pricing prompts are evident to support the community services sector.
2. Finance, with Treasury support, to develop information for line agencies to support the potential trialling and use of innovative payment models.
3. Treasury to liaise with agencies on the Financial Guidelines for Government Agencies – Commissioning Community Services, including conducting financial assurance processes for selected commissioning activities.
4. Finance to facilitate costing and pricing workshops for the community services sector, in response to demand.
5. Finance and Treasury to develop any further advice on costing and pricing community services as appropriate, to be included in existing and/or new education and training materials.

### Expected benefits

- Consistent advice from central agencies provided to line agencies to ensure realistic and informed solutions to issues relating to the costing, pricing and funding of community services.
- Evidence based mechanisms to address longer term sustainability of community services.
- Increased central agency oversight of selected commissioning processes to improve commissioning outcomes.
- A more consistent approach to the trialling and use of innovative payment models that improve sustainability, transparency and/or outcomes.

PRIORITY

4



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

## Roles and responsibilities

### Central agencies

- Engagement with relevant line agencies throughout the commissioning process including the testing of selected commissioning activities against the Financial Guidelines for Government Agencies – Commissioning Community Services.
- Provision of timely, consolidated advice to line agencies and relevant governance bodies to progressively build maturity and improve the quality of proposals across the commissioning cycle.

### Line agencies

- Progressing commissioning processes in line with the Financial Guidelines for Government Agencies – Commissioning Community Services.
- Participating in sustainable funding, costing and pricing/payment discussions, and relevant financial assurance processes.
- Consulting with the community services sector on service costings as required, with a focus on identifying the true cost of service delivery.
- Trialling and/or using innovative payment models that improve sustainability, transparency and/or outcomes where need is identified.

### Community services sector

- Providing evidence of programs or services that have become unsustainable.
- Peak bodies to facilitate sector coordination and messaging to ensure sector voices are enabled.
- Peak bodies to identify and support capability building needs and case studies.
- Participating in sustainable funding, costing and pricing/payment discussions and trials.

## Timeframe for completion of actions

1. Second quarter 2025 – templates updated.
2. Second quarter 2026 – advice for line agencies to support the potential trialling and/or use of innovative payment models.
3. Second quarter 2026 – Ongoing – initial engagement completed with relevant line agencies on the Financial Guidelines for Government Agencies – Commissioning Community Services (including initial selected financial assurance processes).
4. Ongoing and as required – costing and pricing workshops for the community services sector as required and further advice on costing and pricing included in new and/or existing materials as appropriate.
5. Ongoing and as required – develop any further advice on costing and pricing community services as appropriate.

# Opportunities for integrated and place-based services

PRIORITY

5



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

Integrated and place-based services have been challenging to implement within the traditional procurement processes and line agency structures. The Strategy provides an opportunity to enable and test these different service models.

Additionally, the Strategy strengthens and complements the delivery of other whole-of-government policy initiatives, such as Closing the Gap and the ACCO Strategy.

The Strategy drives a whole-of-government approach to identifying opportunities for integrated services and place-based responses to deliver on these policies, ideally moving to a user-focused seamless services system.

Under the 2022-2024 Implementation Plan, Finance strengthened guidance on integrated and place-based services in the Delivering Community Services in Partnership Policy and other procurement tools. Finance also consolidated and analysed ACP data to identify opportunities for trials and pilots, however this approach was limited in its efficacy due to incomplete ACP submissions. Finance intends to strengthen and streamline the ACP process for 2025 to better communicate to line agencies how information will be used, and to ensure the ACP requirements are as efficient and effective as possible.

## Coordinating agency

Department of Finance

### Progress under the 2022-2024 Implementation Plan

- Finance undertook whole of government consolidation and analysis of ACP data to identify opportunities for integrated service delivery, trials and pilots of place-based services, to the extent possible with incomplete data from many line agencies.
- Finance updated the integrated services guidance in the Delivering Community Services in Partnership Policy and online.

### Actions for the 2024-2026 Implementation Plan

1. Finance to consolidate and analyse 2025-27 ACP data to identify opportunities for place-based and integrated services, to the extent possible based on completeness of data submitted by line agencies.
2. Where opportunities exist for line agencies to undertake trials and pilots of place-based and integrated services, Finance to provide support and guidance. Finance will develop case studies and lessons learnt from any trials and pilots undertaken.
3. Finance to continue communicating and supporting line agencies regarding guidance and application of integrated and place-based commissioning.

### Expected benefits

- Improved clarity for initial requirements, pathways and recommendations for future integrated or place-based service delivery.
- Increased opportunities for government agencies to participate in integrated services and co-commissioning activities.
- Long term transition to seamless services for users across line agencies.

### Roles and responsibilities

#### Central agencies

- Analysing and consolidating ACP data across government and sharing findings with line agencies to identify possible opportunities.
- Providing leadership and guidance on the approach to implementing integrated service delivery pilots or trials.
- Providing advice on appropriate funding mechanisms, as required.
- Sharing case studies and lessons learnt and promoting these across the community services sector and with line agencies.

#### Line agencies

- Reviewing ACPs across government and engaging with other government agencies.
- Engaging and consulting with service providers.
- Developing case studies on the lessons learnt from trials underway.
- Undertaking trials, pilots and co-commissioning activities, including participating in relevant working groups to discuss ideas and opportunities.

#### Community services sector

- Engaging in consultation to inform opportunities and implementation, providing expertise to support development of pilot programs.
- Participating in trials and pilots.
- Developing case studies on examples of good practice and lessons learnt.

### Timeframe for completion of actions

1. Second quarter 2026 – consolidate and analyse 2025-27 ACP data to identify opportunities.
2. Ongoing and as required – support and guide line agencies in trials and pilots.
3. Ongoing and as required – Finance to continue to communicate and support line agencies.

# Support organisational change to facilitate commissioning

PRIORITY

6



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

Commissioning goes beyond just the procurement and management of services and involves a different mindset, culture and behaviours, which in turn requires a change in people's skills and capability, processes, technologies, and infrastructure. The Strategy acknowledges that the transition to a commissioning approach across State Government will take time and reflects a fundamental shift in the system of managing the delivery of services.

It is important for line agencies to determine their own capability and capacity to facilitate a strategic approach to planning, managing and monitoring the adoption of commissioning.

Under the 2022-2024 Implementation Plan, Finance released a self-assessment tool designed to help line agencies assess their capacity and capability to undertake commissioning and identify development areas. Finance also released a commissioning toolkit and a series of online modules which cover all stages of the commissioning cycle and supports the transition from procurement to commissioning.

To support commissioning capability building, the larger line agencies have committed to undertake commissioning maturity assessments as a mechanism to identify capability development opportunities, and these are already underway. The central agencies will support line agencies with the maturity assessment findings.

## Coordinating agency

Department of Finance

### Progress under the 2022-2024 Implementation Plan

- Finance released the self-assessment tool to support line agency officers in identifying gaps and strengths in commissioning maturity.
- Finance developed an option for line agency commissioning maturity assessments; the largest commissioning line agencies committed to undertaking agency maturity assessments.
- Finance published the community services commissioning toolkit to support agencies in addressing gaps in commissioning capability.

### Actions for the 2024-2026 Implementation Plan

1. Line agencies to undertake and address recommendations and outcomes from their agency maturity assessments.
2. Finance to provide support and guidance to line agencies in addressing identified gaps in commissioning capability.
3. Finance to provide support and guidance to line agencies in addressing recommendations and outcomes from their agency maturity assessments.

### Expected benefits

- Government agencies have an improved understanding of existing skills required to support good practice commissioning across line agencies.
- Government agencies have valid information that supports structural reviews and roles required to undertake a successful commissioning approach.

### Roles and responsibilities

#### Central agencies

- Developing resources, tools and guidance for commissioning approaches suitable for agencies.
- Monitoring and evaluating line agencies' commissioning maturity level.

#### Line agencies

- Actively participating in commissioning self-assessment and capability building opportunities as required.
- Conducting commissioning processes in accordance with guidance.
- Upskilling internal agency staff on an ongoing basis as required.

#### Community services sector

- Engaging in commissioning activity and consultation with line and central agencies.
- Providing feedback to government agencies if clear capability gaps in agencies are identified, so that a collaborative approach can be developed to meet these needs.

### Timeframe for completion of actions

1. First quarter 2026 – line agencies complete maturity assessment and commence addressing recommendations and outcomes from agency maturity assessments.
2. Ongoing and as required – support and guidance in addressing gaps in commissioning capability.
3. Ongoing and as required – support and guidance in addressing recommendations from agency maturity assessments.

# Develop commissioning education, training and guidance

PRIORITY

7



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

The transition to commissioning requires expanded capability beyond technical procurement skills. While commissioning is an established approach internationally (for example, in the United Kingdom), it is still relatively new in WA. Lessons will be taken from other Australian jurisdictions and international experiences along with those from other sectors such as health and embedded into a community services context for WA.

Under the 2022-2024 Implementation Plan, existing resources in place for the Delivering Community Services in Partnership Policy have been expanded to ensure a commissioning focus and further tools, training and resources are developed to support line agencies to adopt a commissioning approach. Finance developed and facilitated a significant range of training and education offerings including an intensive commissioning capability course, a new commissioning toolkit to guide practitioners, online education modules focused on commissioning activities, and stakeholder engagement training.



## Coordinating agency

Department of Finance

### Progress under the 2022-2024 Implementation Plan

- Finance developed and facilitated commissioning capability training for line agencies. Over 200 line agency staff participated over the 2022-2024 timeframe.
- Finance updated its education, training and guidance to reflect commissioning requirements.
- Finance redeveloped its co-design tools and resources to clarify co-design requirements under the Strategy.

### Actions for the 2024-2026 Implementation Plan

1. Finance to seek feedback from line agencies and the community services sector to inform and prioritise training offerings.
2. Finance to update its training offerings to the community services sector to reflect current needs and contemporary issues.
3. Finance to review and update training and resources in line with Financial Guidelines as required.
4. Finance to redevelop education and training materials to reflect need for capability building in procurement fundamentals.

### Expected benefits

- Improved understanding of commissioning and its application.
- Build and enhance commissioning skills and capability across government agencies and the community services sector.

### Roles and responsibilities

#### Central agencies

- Education, training and guidance for line agencies, including developing and sharing case studies.

#### Line agencies

- Providing feedback to central agencies on education, training and guidance needs.
- Ensuring the identification and availability of appropriate personnel.
- Promoting training events to appropriate personnel.

#### Community services sector

- Peak bodies to consider sector development needs and provide and / or promote opportunities.
- Sector to take up opportunities to better understand and operate in a commissioning landscape.

### Timeframe for completion of actions

1. Third quarter 2025 – training prioritised according to feedback.
2. Fourth quarter 2025 – community services sector training updated.
3. First quarter 2026 – update resources as required.
4. Second quarter 2026 – education and training redeveloped to focus on procurement capability building.

# Options for data sharing and implement the outcomes measurement framework

PRIORITY

8



**A community & person-centered approach focused on outcomes**



**A sustainable system**



**Inclusive services**  
*- focus on Aboriginal outcomes & partnerships*



**Well-led, supported & transparent system**

Evidence is at the centre of successful commissioning in both the design and evaluation of services. Making better use of the huge volume of administrative data routinely collected by line agencies and service providers has the potential to better target services to vulnerable individuals and families. This data will help measure service delivery outcomes and test whether government programs are working as planned.

Data collection must be robust and fit for purpose in order to understand whether outcomes are being met. Appropriate infrastructure must also be available to facilitate effective and efficient sharing of data while adhering to privacy and other policy requirements.

Through consultation with government and the community services sector, it is agreed that a strong data sharing system is an important resource to improve commissioning of community services. However, the complexities and time it will take for Government to develop and implement are recognised.

Extensive work has been undertaken to date across government on the development of WA's Outcome Measurement Framework (OMF). The OMF has been implemented across all government agencies commissioning new contracts for community services, enabling improved contractual oversight for the achievement of community outcomes.

## Coordinating agency

Department of the Premier and Cabinet

## Progress under the 2022-2024 Implementation Plan

- Finance updated commissioning templates and provided training for the OMF.

## Actions for the 2024-2026 Implementation Plan

1. Finance to seek feedback on the OMF to improve and refine it and its accompanying resources.
2. Finance to consider additional resources to support the application of the OMF.
3. DPC to work with line agencies to review and consider standardising person-level data collected and provided to government agencies through community services contracts.

## Expected benefits

- Improved collaboration, data sharing, analysis and reporting for planning and evaluation of commissioned services across government.
- More informed commissioning decisions across government and synergies with the community services sector.
- Improved awareness and understanding of outcomes, measures and indicators.

## Roles and responsibilities

### Central agencies

- Engage with line agencies to support improved data capture from the community services sector for better reporting of service outcomes.
- Training, templates and support provided for the OMF.

### Line agencies

- Engaging with central agencies to work through reporting options.
- Engaging with the community services sector to better understand their data systems and explore possible benefits.
- Undertake appropriate evaluation of services to inform commissioning activities.
- Implementation and management of the OMF within contracts and commissioning cycles.

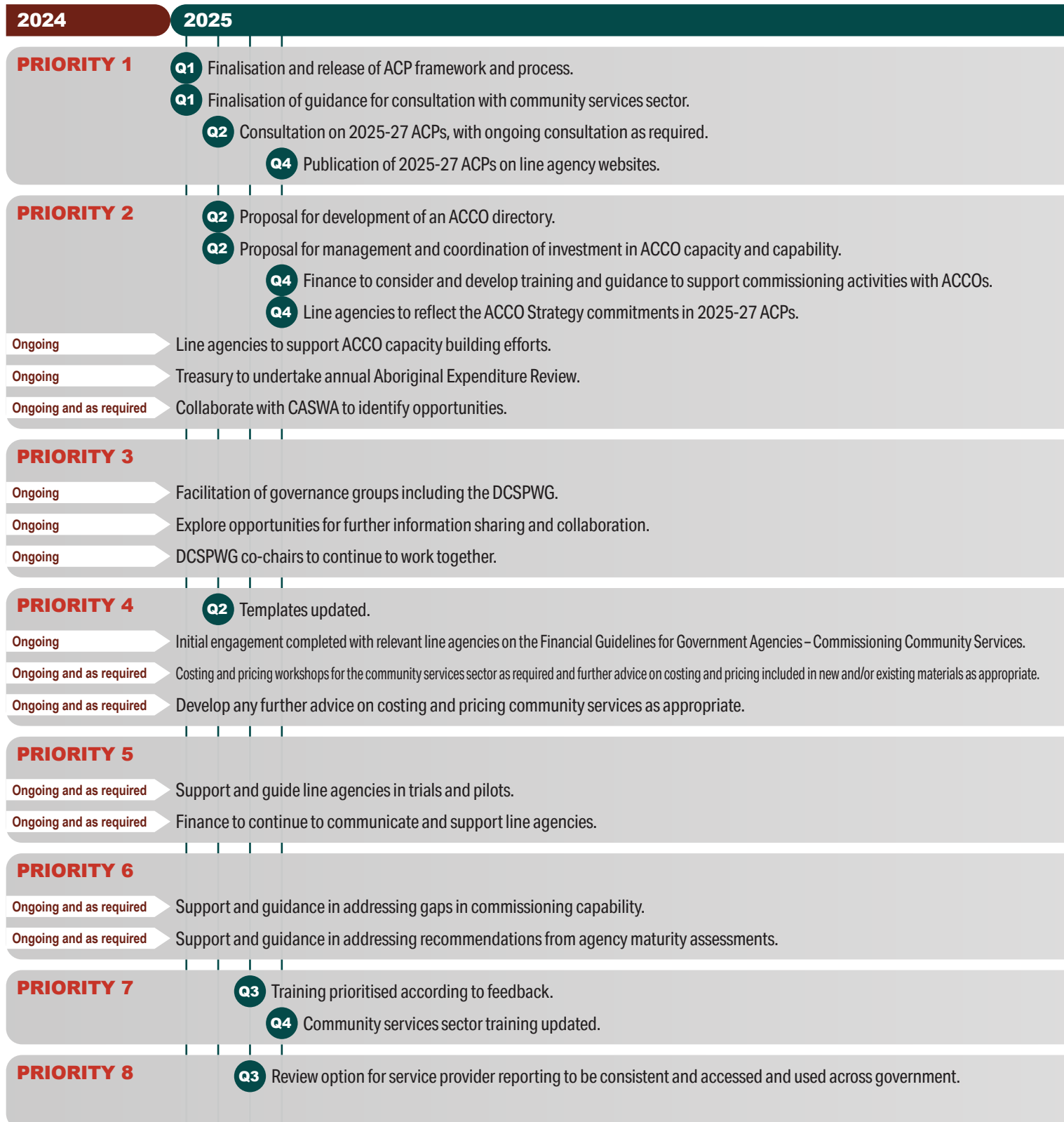
### Community services sector

- Engaging in consultation to inform the implementation approach including sharing of internal data collection systems and mechanisms for data capture.
- Contributing to data collection as required by contracts to inform the OMF data.

## Timeframe for completion

1. Third quarter 2025 – review option for service provider reporting to be consistent and accessed and used across government.
2. First quarter 2026 – improve and refine the OMF.
3. Second quarter 2026 – additional resources, if any, proposed to support the OMF.

# Roadmap for implementation 2024-2026



**2026****Q2** Analysis of 2025-27 ACP data.**PRIORITY 1****PRIORITY 2****Q1** Finalisation of any updated reporting on line agency Strategy compliance within existing governance structure.**PRIORITY 3****Q2** Advice for line agencies to support the potential trialling and/or use of innovative payment models.**PRIORITY 4****Q2** Consolidate and analyse 2025-27 ACP data to identify opportunities.**PRIORITY 5****Q1** Line agencies complete maturity assessments and commence addressing recommendations and outcomes from agency maturity assessments.**PRIORITY 6****Q1** Update resources as required.**PRIORITY 7****Q2** Education and training redeveloped to focus on procurement capability building.**Q1** Improve and refine the OMF.**PRIORITY 8****Q2** Additional resources, if any, proposed to support the OMF.



GOVERNMENT OF  
WESTERN AUSTRALIA

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## **Department of Finance**

Djookanup  
16 Parkland Road  
OSBORNE PARK WA 6017

E: [cspp@finance.wa.gov.au](mailto:cspp@finance.wa.gov.au)

**[WA.gov.au](http://WA.gov.au)**