Government of **Western Australia**
Department of **Communities**

Department of Communities'

Aboriginal Community Controlled Organisations (ACCO) Commissioning Framework



Effective 1 January 2026

Acknowledgements

The Western Australian government proudly acknowledges the traditional custodians of this country and recognises the continuing connection to land, waters, and communities. We pay our respects to Aboriginal cultures and to elders past and present.

The Department of Communities acknowledges the ongoing trauma and impact experienced by Aboriginal peoples resulting from past government policies and practices and commits to working in genuine partnership with Aboriginal peoples to improve outcomes for Aboriginal children, people, families, and communities.

Illustrations by Larrakia and Yindjibarndi artist Reuben Raymond.

Language

Within Western Australia, the term Aboriginal is respectfully used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original custodians of Western Australia. Use of the word 'Aboriginal' within this document refers to both Aboriginal and Torres Strait Islander peoples.

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Our Commitment

The Department of Communities (Communities) is committed to the Western Australian Aboriginal Empowerment Strategy 2021-2029 and driving implementation of the National Agreement on Closing the Gap (the National Agreement). In response, Communities is reforming the way that it commissions and delivers services to Aboriginal children, families, communities.

Communities recognises the importance and value of Aboriginal Community Controlled Organisations (ACCOs) in delivering culturally secure services to Aboriginal people. Partnering with and procuring from ACCOs empowers Aboriginal people and strengthens Aboriginal culture. ACCOs are best placed to engage with members of community, assess needs and design programs that incorporate Aboriginal ways of working including the nuance of kinship structures and family dynamics.

Communities' Aboriginal Community Controlled Organisation Strategy 2022-2032 (ACCO Strategy) was developed in partnership with representatives from the ACCO Sector across Western Australia to improve the way Communities partners with Aboriginal people, and their community-controlled organisations. Development of the ACCO Commissioning Framework (this document) is a priority action under Implementation Plan One of Communities' ACCO Strategy. The Framework is an important operational policy for Communities' ongoing transformation, in response to the National Agreement Priority Reform 3. The Framework is also aligned to Communities' Aboriginal Cultural Reform Program, which aims to strengthen the cultural competency and capability of our employees, systems and policies across the Agency.

About the ACCO Commissioning Framework

The Aboriginal Community Controlled Organisation (ACCO) Commissioning Framework operationalises how Communities, in collaboration with the ACCO sector, seeks to commission with culture at the heart, to maximise ACCO involvement in delivering services to Aboriginal children, families and communities.

The Framework will be responsive to changing ACCO and sectoral needs and priorities, and to working in collaboration with the Western Australian ACCO sector and community-controlled peak organisations. It reflects the current context for Communities and the State Government of Western Australia, in our journey towards Priority Reform 3 of the National Agreement. The WA Government commissioning environment is ever evolving, and the Framework will be reviewed and updated in partnership with Communities' key Aboriginal stakeholders.

Communities will continue to build our capability in ACCO commissioning through:

- Implementation of the National Agreement on Closing the Gap Priority Reforms:
  - Priority Reform 1 (PR1): Formal Partnerships and Shared Decision Making
  - Priority Reform 2 (PR2): Building the Community Controlled Sector
  - Priority Reform 3 (PR3): Transforming Government Organisations;
  - Priority Reform 4 (PR4): Shared Access to Data and Information at a Regional level.
- Actions under the State Commissioning Strategy for Community Services Implementation Plan 2024-2026 Priority 2: To improve and increase contracting with ACCOs.
- Implementation of Communities' Aboriginal Cultural Framework 2024-2034, which includes Aboriginal Workforce Development and Workforce Cultural Capability as Reform Priorities.
- Further actions under Communities' ACCO Strategy 2022-2032.

Who is the Framework for?

The Framework aims to:

- provide guidance for **all Communities employees** to undertake commissioning in ways that are culturally appropriate;
- provide transparency to **Aboriginal organisations and businesses** around the commissioning process Communities will undertake;
- provide guidance for the **non-ACCO community services sector** to work in genuine partnership with the ACCO sector;
- Identify opportunities for collaboration across State Government to support ACCO commissioning.

Aboriginal engagement in developing the Framework

To develop this Framework, Communities engaged with Aboriginal representatives from the ACCO sector in Western Australia. We also drew on a large body of existing policy, research, experience and feedback, including anecdotal feedback from Aboriginal people who have participated in commissioning processes.

A State-Wide Forum run by Communities in April 2024, in Boorloo, also provided an opportunity for Aboriginal representatives from across the State to provide significant input for this Framework.

We acknowledge the strategic advice provided to Communities by:

- Council of Aboriginal Services WA (CASWA)
- Aboriginal Health Council of Western Australia (AHCWA)
- Communities' Aboriginal Strategic Advisory Group
- Communities' ACCO Strategy Project Working Group.

Communities' ACCO Commissioning Framework

Principles for ACCO Commissioning

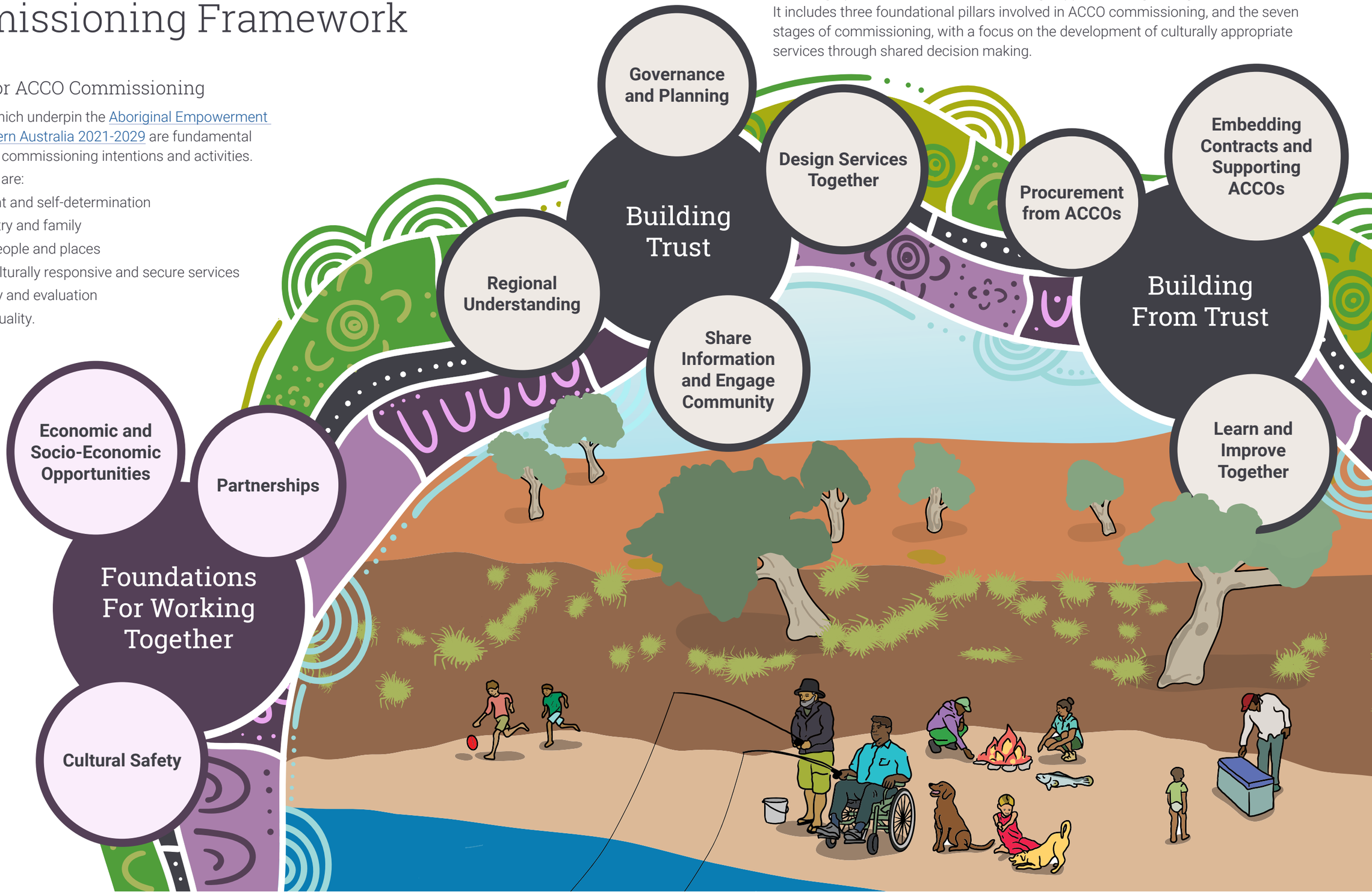
The principles which underpin the Aboriginal Empowerment Strategy – Western Australia 2021-2029 are fundamental to Communities' commissioning intentions and activities.

These principles are:

- Empowerment and self-determination
- Culture, country and family
- Diversity of people and places
- Integrated, culturally responsive and secure services
- Accountability and evaluation
- Equity and equality.

ACCO Commissioning Framework Infographic

The infographic shows how commissioning supports strong Aboriginal communities. It includes three foundational pillars involved in ACCO commissioning, and the seven stages of commissioning, with a focus on the development of culturally appropriate services through shared decision making.



Communities' ACCO Commissioning Framework: Statements of Intent

Foundational Pillars

Cultural Safety and Governance

Ways of ACCO commissioning are grounded in Aboriginal knowledge and culture.

Partnerships

ACCO commissioning involves genuine engagements that prioritise self-determination and government accountability.

Economic and Socio-Economic Opportunities

ACCOs are prioritised where services are significant for Aboriginal children, families and communities.

Building Trust

Regional Understanding

Communities listens and seeks to understand the historical, cultural and social context of the community where ACCO commissioning will occur, and respond to local priorities, strengths and aspirations.

Governance and Planning

Communities will establish relationships with local Aboriginal people, organisations and Elders, to enhance shared decision making for ACCO commissioning processes.

Share Information and Engage Community

Information and data relevant to an ACCO commissioning process is shared and considered with a cultural lens. Government processes are transparent and there is sufficient time in the process to engage Aboriginal people.

Design Services Together

Local Aboriginal voices are central to, and elevated in, the design of services delivered by ACCOs.

Building From Trust

Procurement from ACCOs

Cultural knowledge, connections and strengths, Aboriginal perspectives and priorities, lived experience and place-based responses will be valued in procurement processes, and complexity will be reduced for ACCOs.

Embed Contracts and Support ACCOs

ACCOs will be supported through relationship-based contract management, to establish services, achieve the desired outcomes, overcome challenges, and respond to the needs of their community.

Learn and Improve Together

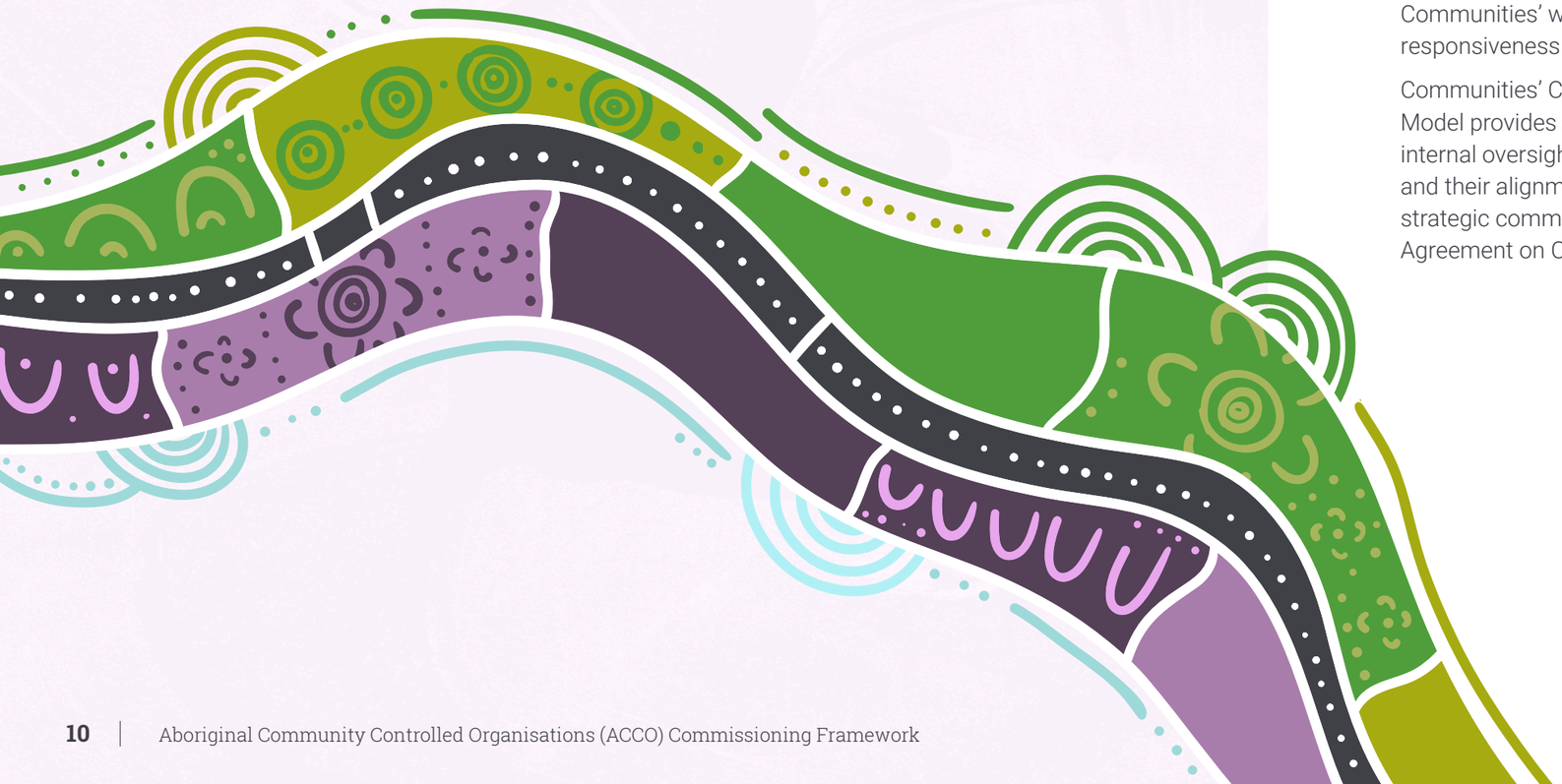
With culture at the heart, activities to reflect, review, learn and continuously improve will help Communities, ACCOs and their local communities to deliver positive outcomes.

Foundational Pillars for ACCO Commissioning

The foundational pillars are the enduring, essential elements of Communities' ACCO Strategy 2022-2032.

Communities' Aboriginal Cultural Reform Program (ACCRP) was established in response to several reviews highlighting a critical need for Communities to increase its cultural capability and responsiveness to meet the needs of Aboriginal people and communities in WA.

The ACCRP will continue to drive Communities cultural reform agenda over the next decade, aimed at improving the cultural competence of its workforce and the cultural responsiveness of its system, policies, and practices to enable whole-of-life outcomes for Aboriginal people, children, families, and communities across the state.





Statement of Intent

ACCO commissioning is grounded in Aboriginal knowledge and culture.

Putting our intentions into practice

At Communities, we are committed to increasing Aboriginal cultural safety through learning programs and ongoing engagement with, and learning from, Aboriginal people.

Communities' Aboriginal Cultural Reform Program and Aboriginal Cultural Framework 2024-2034, set out a range of activities and initiatives to achieve cultural reform. These activities and initiatives will underpin this foundational pillar of ACCO commissioning, by improving the cultural competence of Communities' workforce and the cultural responsiveness of the Agency.

Communities' Commissioning Operating Model provides a governance structure for internal oversight of commissioning processes and their alignment to the State Government's strategic commitments, including the National Agreement on Closing the Gap.

Commissioning with ACCOs requires trauma-informed and strength-based approaches, recognising diversity and inclusion for Aboriginal people, and the complexity of intersecting factors, including the impact of the Stolen Generation, systemic racism and the ongoing impact of colonisation.

Communities recognises that holistic and cultural perspectives of wellbeing require consideration of integrated place-based services, and is committed to exploring and optimising local service systems, in collaboration with other State Government agencies where required.

Communities will work towards increasing the opportunities for Aboriginal people to work in commissioning roles, and ensuring all employees involved in commissioning activities have undertaken cultural capability training.

Foundational Pillars

Partnerships

Statement of Intent

ACCO commissioning involves genuine engagements that prioritise self-determination and government accountability.

Putting our intentions into practice

At Communities, we are committed to building trust and partnership with Aboriginal communities, by listening deeply, avoiding assumptions and acting on the advice provided by Aboriginal people in the design of services to meet community needs. Communities is committed to working towards shared decision making, engaging Aboriginal people in all the stages of commissioning services which affect them, and recognising the accountability and legislative requirements of government.

Shared decision making in policy and place-based contexts drives the identification of community services which are of high impact or opportunity for Aboriginal people.

Communities' Aboriginal Strategic Advisory Group may provide advice to the Director General on services which are of high impact or opportunity for Aboriginal people.

Communities' place-based employees are engaged in place-based partnership approaches to support local and regional commissioning.

Communities is developing our understanding of the ACCO sector for community services, and the strengths, aspirations, gaps and opportunities for ACCOs and emerging ACCOs.

Communities will establish an internal community of practice to strengthen knowledge for employees involved in ACCO commissioning and to support continuous improvement of commissioning processes and systems.

Communities will support forums and other opportunities for Communities, ACCOs and non-ACCO community services partners to learn from each other.

Communities will share information about future opportunities for ACCOs to deliver community services in our Agency Commissioning Plans and in the Western Australian Government agencies' Strategic Forward Procurement Plan.

Our ongoing commitment to working in partnership with ACCOs, Aboriginal Representative Organisations, Cultural Advisory Groups, Aboriginal organisations and other stakeholders, as well as Central agencies and other human services commissioning agencies, will help Communities to continue to learn, reflect and improve.





Foundational Pillars

Economic and Socio-Economic Opportunities

Statement of Intent

ACCOs are prioritised where community services are significant for Aboriginal children, families and communities.

Putting our intentions into practice

Communities will prioritise ACCOs for the delivery of Aboriginal-specific services, and services that are of high impact or opportunity for Aboriginal people.

Communities will plan and design services of high impact or opportunity for Aboriginal people in partnership with ACCOs and Aboriginal service users.

Communities will value Aboriginal knowledge, the strengths of ACCOs to respond in culturally meaningful ways, and the holistic service models of ACCOs.

Communities will work on a range of initiatives aimed at increasing our understanding of the ACCO sector. Communities will proactively build relationships with, and knowledge of, ACCOs with aspirations to deliver community services.

Communities will, as part of commissioning cycles in an iterative approach, identify services where planning for transition to ACCO-led delivery should commence.

Communities will signal intentions to commission services with high impact or opportunity for Aboriginal people in our Agency Commissioning Plan. WA's Strategic Forward Procurement Plan includes planned procurements over the next two financial years.

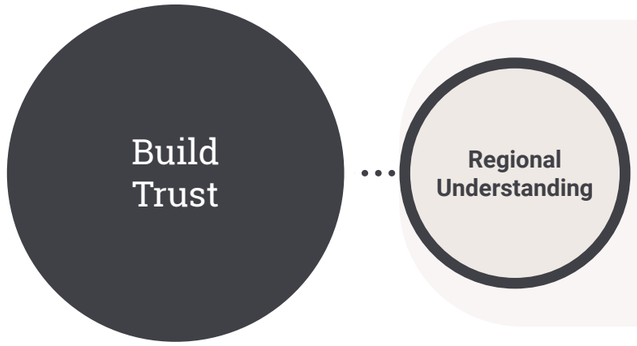
Communities will maintain a State-wide ACCO mailing list and communicate commissioning and procurement opportunities for ACCOs to this mailing list.

Communities is committed to fostering sustainable service delivery and will use State Budget processes to seek funding that will resource ACCOs to deliver effective and sustainable community services, including consideration of remote and regional locations, requirements for transition, support and readiness for service delivery, in accordance with the Financial Guidelines for Government Agencies – Commissioning Community Services.

The Process for ACCO Commissioning

The process for ACCO Commissioning embeds the priorities, knowledge and skills of Aboriginal people in the development of community services for Aboriginal people, consistent with National Agreement on Closing the Gap, and the Aboriginal Empowerment Strategy. In this Framework, the process centres on shared decision making, and improving our ways of working, in line with the feedback we've received from ACCOs and Aboriginal peoples.

Commissioning requires a growth mindset, recognising that there are opportunities to learn in every commissioning initiative and through all phases of commissioning, and to implement changes to Communities' contracts and processes. Communities will learn through its own experiences and the experiences of other WA Government Agencies and other jurisdictions. Communities is committed to upholding the principles of ACCO commissioning and working together to leverage opportunities and navigate challenges in the commissioning process.



Statement of Intent

Communities listens and seeks to understand the historical, cultural and social context of the community where ACCO commissioning will occur, and respond to local priorities, strengths and aspirations.

Putting our intentions into practice

Communities will build an understanding of place-based cultural governance structures, and cultural processes and protocols, specific to the commissioning location. A range of initiatives will be delivered under Communities' Aboriginal Cultural Framework 2024-2034 to support this intention. Additional resources are provided for Communities' employees in Communities' Aboriginal Engagement Framework.

Communities will engage with local Elders, community leaders and ACCOs early in a commissioning cycle, about priorities and ways of working in their communities. Place-based employees from our regional offices will be involved throughout local and regional commissioning, to identify and engage local stakeholders.



Build Trust

Governance and Planning

Statement of Intent

Communities will establish relationships with local Aboriginal people, organisations and Elders, to enhance shared decision making for ACCO commissioning processes.

Putting our intentions into practice

Communities will seek appropriate place-based cultural guidance, governance or advisory structures for place-based commissioning projects, where community services are significant for Aboriginal children, families and communities.

Internal oversight of ACCO commissioning projects will occur via Communities' Commissioning Operating Model. This approach ensures employees from Communities' portfolio areas and regional offices come together to enhance decision making about commissioning.

Communities will continue to work with community-controlled peak organisations, Aboriginal leadership groups, regional governance groups and will work with any future peak organisations, to support the growth of the ACCO sector.

Build Trust

Share Information, and Engage Community

Statement of Intent

Information and data relevant to an ACCO commissioning process is shared and considered with a cultural lens. Government processes are transparent and there is sufficient time in the process to engage Aboriginal people.

Putting our intentions into practice

Communities has developed an Aboriginal Engagement Framework to guide culturally responsive engagement, to facilitate genuine relationships and collaboration with Aboriginal stakeholders. This resource is available to all Communities employees.

Communities will develop data sharing products and processes to meet our obligations under PR4 of the National Agreement of Closing the Gap, including Jurisdictional Action 72.a.

Communities will develop a policy and associated procedures for the implementation of Priority Reform Four of the National Agreement. Roll out of the policy will identify opportunities to build our employees capability in understanding and recognising culturally appropriate use of data.

Build Trust

Design Services Together

Statement of Intent

Local Aboriginal voices are central to, and elevated in, the design of services delivered by ACCOs.

Putting our intentions into practice

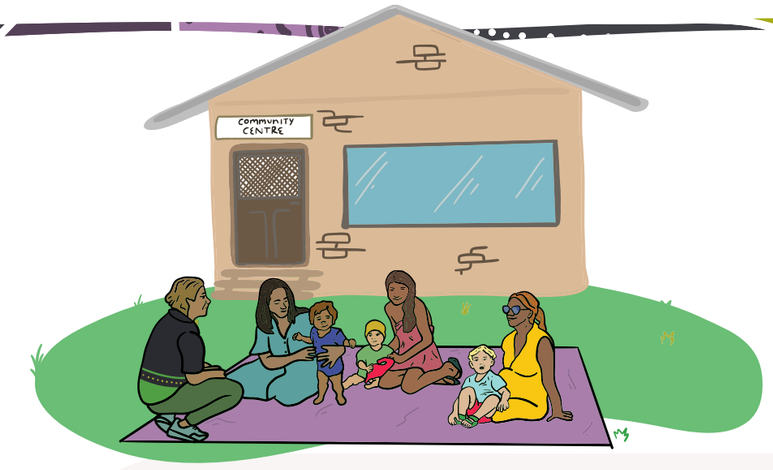
Designing services together with Aboriginal community members will aim to include:

- Program design (governance, target users, eligibility, marketing, geographic reach);
- People and Systems (staffing model, recruitment and retention approaches, hardware, software, systems integration);
- Approaches to Strengthening Knowledge (reciprocal exchange between Communities and ACCO partners, considering the forums, formats, topics, providers, subject matter experts who may support the service);
- Service delivery, partnerships and collaboration opportunities (such as ACCOs best placed to deliver the service, ACCOs' interest in working with other providers to co-deliver services);
- Linkages to enable access between ACCOs, mainstream services, agencies and networks (referral pathways, information sharing, participation in shared forums);
- Contract design and management (payment schedules, data collection and reporting, contract meetings timing and protocols, KPIs);
- Monitoring and evaluation (evaluation approaches, consideration of community feedback, transition support).

Communities will communicate to all the people engaged in the design of services, on the outcomes of the design process and next steps in the commissioning process.

Place-based and cultural elements will be clearly documented in design reports and procurement specifications for commissioning community services.





Build from Trust

Procurement from ACCOs

Statement of Intent

Cultural knowledge, connections and strengths, Aboriginal perspectives and priorities, lived experience, and place-based responses will be valued in procurement processes, and complexity will be reduced for ACCOs.

Putting our intentions into practice

In alignment with ***Foundational Pillar 3: Economic and Socio-Economic Opportunities***, prioritised opportunities for ACCOs can include:

- Direct approaches;
- Competitive tenders that are restricted to ACCOs;
- Preferred Service Provider (the option of retaining an existing service provider through a restricted process).

Direct approaches are preferred, seeking offers from one or more ACCOs, following extensive market research and community engagement to identify providers who have strong governance and support amongst the local Aboriginal community.

Where ACCOs are interested to work in collaborative arrangements, Communities will explore opportunities for collaborative tendering and assess proposed partnerships to ensure they embody shared decision making, and the principles of the National Agreement and WA's Aboriginal Empowerment Strategy.

ACCOs will be assessed through appropriate qualitative criteria, which reflect:

- the objectives of the procurement process,
- the value for money offered,
- the delivery of community outcomes and
- the State Government's priority to increase purchasing through ACCOs.

One or more Aboriginal people should be engaged in the assessment process, either as voting or non-voting (cultural advisory) members of the Evaluation Panel. In selecting the Evaluation Panel, consideration will be given to cultural, local/regional, and service-level knowledge, and to potential conflicts of interest.

Communities is committed to adapting, reviewing and learning to improve cultural safety for Aboriginal participants in procurement processes.

Communities will co-design with ACCOs, as part of the contract negotiation stage, an approach to reporting which seeks to balance the interests and capacity of the ACCO with the accountability and legislative requirements of government.

Build from Trust

Embed contracts and support ACCOs

Statement of Intent

ACCOs will be supported, through relationship-based contract management, to establish services, achieve their goals, overcome challenges and respond to the needs of their community.

Putting our intentions into practice

Communities will engage in regular and ongoing communication with contracted ACCOs, providing a consistent and central contact point for contracted ACCOs.

Communities is committed to maintaining relationships at a local level to support contracted ACCOs to deliver services effectively within their region, to participate in and enhance local service systems.

In our contracts with ACCOs, Communities will recognise cultural roles and approaches to culture and cultural governance, recognising that every ACCO is unique.

Cultural protocols for relationship-based contract management will be established as part of commencing and supporting a contract, and regularly reviewed.

Communities will work with ACCO partners to build shared understanding in the use of language and key concepts through dialogue, noting that Aboriginal and non-Aboriginal knowledge systems and experiences can differ significantly, therefore concepts should not be assumed.

Communities will seek to understand the aspirations, challenges, barriers and community context for contracted ACCOs, and provide support, where appropriate, so that positive service outcomes can be delivered.

Where Communities contracts services involving ACCOs in partnership arrangements with non-ACCO providers, these partnerships will be monitored through the contract to ensure they uphold the principles of the National Agreement, and Aboriginal Empowerment Strategy.

In the event of an ACCO experiencing service delivery difficulties, Communities will seek solutions that ensure the Aboriginal-led design and delivery of services is prioritised.

Communities will utilise insights from relationship-based contract management with ACCOs to inform improvements in our ACCO commissioning approach, process and capabilities.



Build from Trust

Learn and Improve Together

Statement of Intent

With culture at the heart, activities to reflect, review, learn and continuously improve will help Communities, ACCO's and their local community to achieve positive outcomes..

Putting our intentions into practice

Communities will engage Aboriginal people and ACCO representatives in the design of evaluation approaches for ACCO-led, contracted services.

Communities is exploring opportunities to demonstrate our progress on indicators under the National Agreement on Closing the Gap.

Through our partnerships with ACCOs across a wide range of community services aimed at supporting Aboriginal children, families and communities, Communities will develop insights around ACCO commissioning and share these insights with community-controlled peak organisations to support the growth of the ACCO sector and increased ACCO commissioning.

Communities will monitor the principles of Indigenous Data Sovereignty and participate in forums to discuss the practical application of the principles for State Government agencies.





Collaboration to support this Framework

Communities' ACCO Commissioning Framework is focused on the scope of commissioning within Communities' operating environment. There is a broader context for the Western Australian ACCO sector, and for commissioning decisions, processes and systems.

Communities seeks to support the ACCO sector, in alignment with the National Agreement PR2, and to collaborate with Central Agencies on the structures and systems within which our Agency operates, in alignment with the National Agreement PR3.

Building Communities' Commissioning Capability

Based on detailed feedback from ACCOs and Aboriginal people around Western Australia about their experiences of commissioning, Communities is developing further resources to support Communities' employees to apply this Framework and deliver best practice in commissioning with ACCOs.



Contacts

Department of Communities

Communities' Strategic Commissioning Team can answer questions about this Framework. Email the Strategic Commissioning Team at strategiccommissioning@communities.wa.gov.au

Department of Treasury and Finance Community Services Procurement Policy Team

The Department of Treasury and Finance is responsible for providing information and advice to the ACCO and Aboriginal business sectors on working with government. Email the Community Services Procurement Policy Team at cspp@dtf.wa.gov.au

Council of Aboriginal Services Western Australia (CASWA)

CASWA was established to represent all ACCOs equally, emerging and established, large and small, through an inclusive, representative, independent and unifying voice. The aim of CASWA is to strengthen and increase the capacity of WA ACCOs involved in service delivery to Aboriginal people in WA. Get in touch with CASWA via their website https://www.caswa.org.au/contact-us/



Appendix:

Definitions

Aboriginal

In this document, the term 'Aboriginal' is used in preference to 'Indigenous' or 'Aboriginal and Torres Strait Islander' people, in recognition that Aboriginal people are the original inhabitants of Western Australia.

Aboriginal Community Controlled Organisation (ACCO)

Priority Reform Two of the National Agreement on Closing the Gap defines an Aboriginal Community Controlled Organisation as an organisation that is:

a. "incorporated under relevant legislation and not-for-profit
b. controlled and operated by Aboriginal and/or Torres Strait Islander people
c. connected to the community, or communities, in which they deliver the services
d. governed by a majority Aboriginal and/or Torres Strait Islander governing body."

Aboriginal businesses and organisations that do not meet the ACCO definition as outlined in the National Agreement have an important role in delivering community services to Aboriginal people. The Framework may be relevant to these organisations, however procurement must be guided by the ACCO definition.

Aboriginal Business

In line with the Department of Treasury and Finance definition[1], Communities defines Aboriginal Business as: "Aboriginal Businesses (including subcontractors, subconsultants and suppliers) registered on the Aboriginal Business Directory WA or Supply Nation and may be:

a. a sole trader where the person is Aboriginal
b. a partnership or firm where at least 50% of the partners are Aboriginal
c. a corporation where Aboriginal persons own at least 50% of the legal entity."

ACCO Commissioning

The commissioning process applied to contexts where services are significant for Aboriginal children, families and communities.

Cultural safety

Only the Aboriginal person who is a recipient of a service or interaction can determine whether it is culturally safe. For the purposes of this Framework, cultural safety refers to overcoming the power imbalances of places, people and policies that occur between the majority non-Aboriginal position and the minority Aboriginal person, so that there is no assault, challenge or denial of the Aboriginal person's identity, of who they are and what they need. Cultural safety is met through the actions from the majority position which recognise, respect and nurture the unique cultural identity of Aboriginal people.

Commissioning

Commissioning is a process for developing **community services** in a complex context, which aims to achieve the best possible outcomes for the long term. Commissioning is a linked set of activities to design, procure and contract the delivery of community services, and then monitor and evaluate the outcomes, to determine improvements and future intentions for those services. Commissioning is a collaboration with service users, and the community services sector, including Aboriginal people and ACCOs.

1 https://www.wa.gov.au/organisation/department-of-treasury-and-finance/aboriginal-businesses-supplying-government

Definitions (continued)

Community Services

In line with the Delivering Community Services in Partnership Policy, Community Services means services that provide support to sustain and nurture the functioning of individuals and groups, to address physical, social and economic disadvantage, maximise their potential, and to enhance community well-being.

Types of Community Services include (but are not limited to):

- services that contribute to the building of capacity within the community to respond positively to an identified need
- services required to address disadvantage for which a collaborative approach is required with the community
- services that encourage the involvement of volunteers, increased business or community support, or the personal empowerment of recipients of the service or
- services that contribute to the ability of people to live and participate in the community

Design

In line with the Delivering Community Services in Partnership (DCSP) Policy, community services must be designed through genuine partnership between Communities, ACCOs, the not-for-profit community services sector and service users. The partnership principles, behaviours, planning and stakeholder engagement and co-design requirements as described in the DCSP Policy are adopted for this Framework.

Grant

The Delivering Community Services in Partnership Policy defines a community services grant as "a financial assistance arrangement made for a specific purpose or project".

Partnerships

Genuine partnerships with ACCOs are to meet the 'strong partnership elements' set out in the National Agreement on Closing the Gap. For example:

- Partnerships are accountable and representative
- Formal agreements are in place
- Decision-making is shared between government and Aboriginal people.

Relationship-Based Contract Management

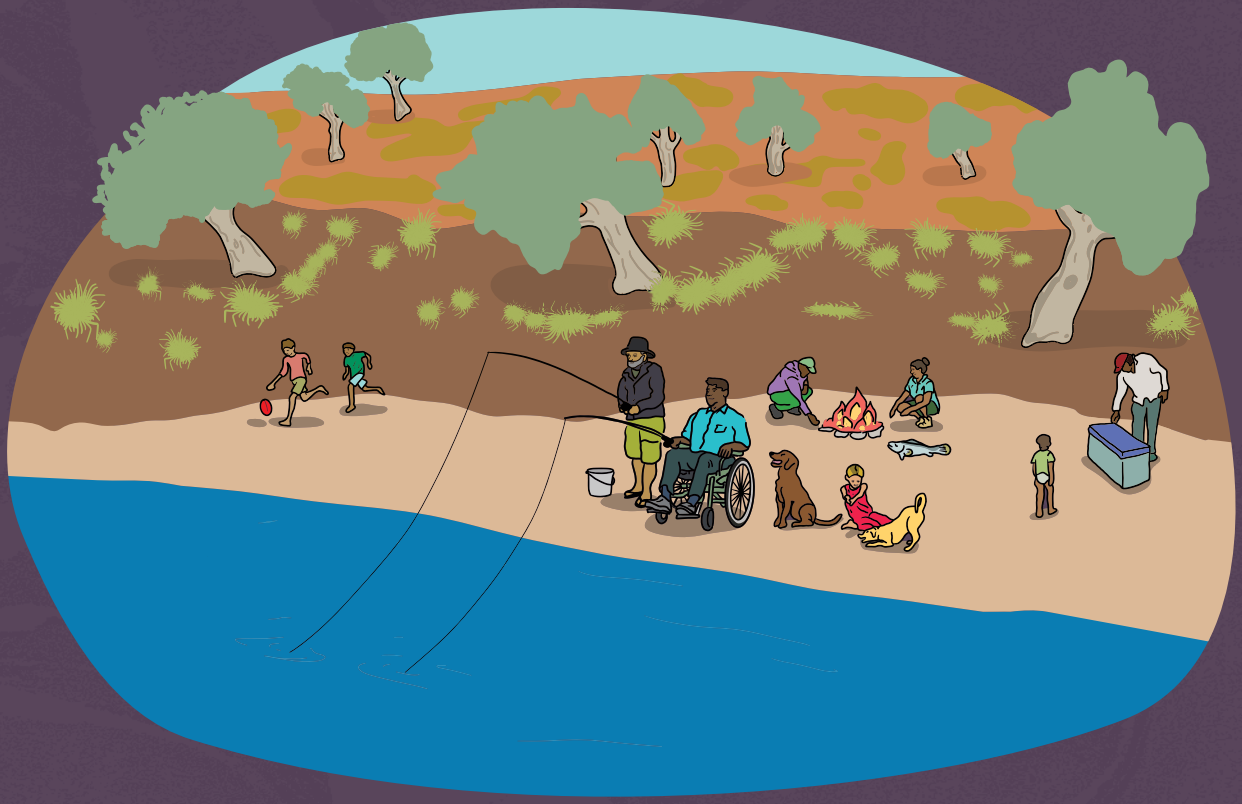
Communities aims to nurture a positive and mutually beneficial association with contracted ACCOs, through developing shared goals, transparent communication, long-term focus, collaboration and flexibility.

Service Agreement

The Delivering Community Services in Partnership Policy defines a service agreement for community services as being "a contractual arrangement between a State Agency and a service provider to deliver services for which there is ongoing community need".



Notes



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Translating and Interpreting Service (TIS)
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For more information visit:
www.communications.gov.au/accesshub/nrs

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