



GOVERNMENT OF  
WESTERN AUSTRALIA

**STATE COMMISSIONING STRATEGY FOR**

# **Community Services** 2022



01	MINISTER'S FOREWORD
02	BACKGROUND
02	PURPOSE
03	WHAT IS THE CURRENT SITUATION?
04	STRATEGIC CONSIDERATIONS
06	HOW WE SHIFT TO COMMISSIONING - KEY THEMES AND GUIDING PRINCIPLES
12	AGENCY COMMISSIONING PLANS
14	CONSULTATION AND FEEDBACK
16	BENEFITS OF COMMISSIONING
18	WHAT DOES THE STRATEGY MEAN FOR ME?
20	IMPLEMENTATION
22	APPENDIX 1: GLOSSARY OF KEY TERMS

***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.***



# Minister's foreword

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**The McGowan Government is committed to improving outcomes for all Western Australians, empowering communities and improving the lives of those most vulnerable.**

To assist with this, the State Government has developed the first State Commissioning Strategy (Strategy) for Community Services for Western Australia (WA). It is intended the Strategy will deliver greater cohesion between State Government agencies, service providers, peak bodies, consumer advocates and end users to ensure Western Australians have the essential services they need to be well supported and live healthy and fulfilled lives.

This Strategy maps out how the State Government can best continue to deliver these important services into the future by working together. It will adapt and develop over time to meet the changing needs of our community – including addressing any change in demand for these services.

When implementing the Strategy, we will take into account strategies and policies already developed for specific services including social housing, homelessness, domestic violence, out-of-home care, mental health services, youth and age-based programs that are provided to the community. As part of the Strategy, the McGowan Government will consider commitments of the Aboriginal Empowerment Strategy to ensure both existing and future State Government initiatives and programs contribute to better outcomes for Aboriginal people. The Strategy strongly advocates for State Government agencies to work cohesively to design and deliver place-based services, particularly those in regional areas.

The McGowan Government is committed to ensure there is capacity and capability in the community services sector to deliver essential services, in-particular those that currently exist and any redesigned services that will occur through commissioning. A goal of commissioning services with a longer-term vision will ensure a focus on sustainable services which comprises a diverse workforce including women, youth and Aboriginal people. A further aim of the Strategy is ensuring job security and a sustainable workforce to deliver these essential services.

I look forward to implementing this Strategy and working with you all to realise these important changes over the coming years.

**Hon Dr Tony Buti MLA**

Minister for Finance; Aboriginal Affairs; Racing and Gaming;  
Citizenship and Multicultural Interests

## Background

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A diverse range of community services are delivered by State Government agencies, including social housing, homelessness, domestic violence, out-of-home care, mental health services, and services for youth, the elderly, Aboriginal and culturally and linguistically diverse (CALD) people.

This State Commissioning Strategy (Strategy) aims to change the way government delivers community services in Western Australia (WA). The Strategy will drive to achieve a holistic and sustainable community services system through a commissioning approach. Commissioning is a strategic approach that will enable a fundamental shift in the system of managing the delivery of services, to provide better services to Western Australians that:

- meets the needs of users, at the right time and in the right place;
- are sustainable and delivered by organisations with the right staff and systems in place;
- are evidence based with robust quality standards; and
- are culturally safe and tailored to local community needs.

## Purpose

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**The Strategy is an aspirational document for a future we are working towards. It outlines the strategic role commissioning will play in transforming the delivery of community services in Western Australia. It provides a high-level strategic approach that includes key themes, guiding principles and initial actions to provide a platform for a driven and focused implementation period enabling positive long-term change.**

# What is the current situation?

In WA, community services are provided by a range of State Government agencies through a variety of delivery mechanisms including services delivered by State Government agencies and, non-government organisations, and Aboriginal Community Controlled Organisations (ACCOs). The current estimated spend on community services is \$3.9 billion<sup>1</sup> per annum with services ranging from statutory interventions such as out-of-home care, to early intervention and support services across multiple areas including health, mental health, justice, education and family support.

Several factors can impact the type, design and scope of services. Funding of these services can be a mix of State and Commonwealth Government funding. Additionally, each service may be funded differently; statutory services are more likely to be demand-focused while others are based on different need assessments.

Often funding may be capped to address time-limited specific needs, or to trial a new initiative.

The challenge for State Government is to deliver outcomes for the community that are based on the best value for investment, while ensuring that people have access to the right services when they need them to enable better community outcomes.

Non-government organisations who provide community services are contracted under the Delivering Community Services in Partnership (DCSP) Policy. An audit conducted by the Department of Finance in 2020 identified the majority of contracts established under the DCSP Policy will expire over 2021-22.

Additionally, information provided during the drafting of this Strategy indicates that many contracts established under the DCSP Policy have been in place for over 5 years (some considerably longer) without consideration of whether they remain contemporary, sustainable and appropriate and continue to meet the needs of service users.

As the COVID-19 pandemic has highlighted, the system can be flexible and dynamic where required to respond to evolving need. This Strategy aims to build on this flexibility to ensure a more agile system.

This Strategy is the first step, for both government and the community services sector, towards a better system for the people who need it the most. Government acknowledges the long-term nature of the transition required from the procurement of services to commissioning and considers this strategy to be the starting point, not the solution.

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<sup>1</sup> Figures are estimated from 2020-21 Budget Paper 2 (Agency Total Cost of Service) and Agency level data

# Strategic considerations

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**Currently the delivery of community services by State Government agencies is fragmented. For many years, community services have been procured in a way that is unsustainable and not best practice. State Government agencies have varying capability and capacity to procure community services in line with the DCSP Policy.**

Managing the current situation, including effective procurement of expiring contracts and management of existing contracts, will take a significant amount of effort for State Government agencies. In addition to this, moving to a commissioning approach will be a major change for both State Government agencies and the community services sector. It will take time and require capability building, governance, resources and structural change.

The Strategy aims to drive State Government agencies to work together in a more cohesive, coordinated and holistic way, led by central agencies including the Departments of Finance, Treasury and the Premier and Cabinet. This will include working with the community services sector on the commissioning of place-based services that are designed in consultation with service providers, local people, and end users.

## **Aboriginal Community Controlled Organisations (ACCOs)**

State Government agencies should focus on the delivery of services to Aboriginal people by Aboriginal people through ACCOs. This is a commitment under the Aboriginal Empowerment Strategy and the National Agreement on Closing the Gap. Key focus areas are improving State Government agencies' engagement with and support for ACCOs and facilitating ACCOs' capacity building where required. Consideration is also required for transitional arrangements that may include overlapping service provision and timeframes. This will incur costs where current service providers and ACCOs move in and out of services to ensure an informed transition and continued service provision to service users and the wider community.

Further guidance on the commitments of the National Agreement on Closing the Gap and the Aboriginal Empowerment Strategy, as well as the actions that Government agencies can take to increase their ability to work with ACCOs will be provided through the forthcoming whole-of-government ACCO Strategy.

## **Demand**

There is evidence provided by Agency Commissioning Plans (ACPs) (see page 12) and consultation with the community services sector that there is unmet demand for some community services. Feedback received on the State Commissioning Strategy Discussion Paper (Discussion Paper) indicates some existing community services contracts currently being delivered are not sustainable. It was also identified in the ACPs for Communities and Mental Health Commission (MHC) that there is increased demand for some services and continuing to deliver services with current budgets potentially will result in a decrease in service provision due to rising costs. The Strategy commits State Government agencies to review and redesign services that have been in place over long periods of time, some for a period of 20 years. Once these services are reviewed and redesigned, it's unlikely that these services will be able to continue to be delivered at the same level for the same price due to contemporary costs of service delivery.

## **Outcome measurement**

Further development and implementation of the State's Outcomes Measurement Framework (OMF) for community services will provide important data to State Government agencies about which services are effectively improving quality of life for the most vulnerable members of our community. The collation of data-based evidence will take time, commitment and investment. It's not a short-term solution but is imperative for the future success of the Strategy.

## **A responsive system**

The State Government introduced the WA Recovery Plan in response to the Covid-19 pandemic. The plan invested in training opportunities improving skillsets and included the provision of free accredited short courses for people to extend transferable skills and diversify their employment opportunities. Along with a range of other areas, this included Certificates in Disability Support, Community Services, Aging Support and Financial Counselling. As part of ongoing monitoring and enhancement of the Strategy it will be critical to determine any other areas of demand for upskilling to enable community services to be delivered with a sustainable and capable workforce. Community services are delivered by people, to people in a local area, and the Strategy contributes to the State Government's focus on jobs for Western Australians, with a sustainable focus on employment opportunities for women who are traditionally employed in these fields across the State.

# How we shift to commissioning – key themes and guiding principles

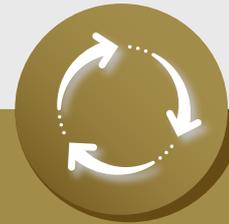
The future of community service delivery will be grounded in key principles applicable to both government and the community services sector. These principles have been identified based on research, the Independent Review Panel report and consultation with community services sector peak bodies, service providers and the Aboriginal Advisory Council of WA.



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

Prioritise outcomes for service users through community and person centered and outcomes focused commissioning that delivers social value at an individual and population level.

Plan and design integrated and place-based services, with a focus on moving from prevention to early intervention.



## A sustainable system

Commission sustainable services, at a fair and appropriate price that deliver value.

Develop a competent workforce of commissioners and service providers with necessary capability and capacity.

Drive continuous improvement of the system through strengthened monitoring, evaluation and review of services and outcomes.



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

Services are co-designed and locally led.

Engagement is led and informed by Aboriginal, Culturally and Linguistically Diverse (CALD) communities and other priority groups, ensuring needs are recognised within government strategies at a whole of system level.

Prioritise Aboriginal empowerment in the delivery of outcomes for Aboriginal people, organisations and communities.



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

Work to establish a whole-of-system approach with clear roles, responsibilities and mechanisms for central oversight and system accountability.

Develop a quality evidence-base to support fair and transparent decision-making.

## Key themes

## Guiding principles



# A community and person centered approach focused on outcomes

## TO ACHIEVE THIS, WE WILL:

Prioritise outcomes for service users through community and person centred and outcomes focused commissioning that delivers social value at an individual and population level.

Plan and design integrated and place-based services, with a focus on moving from prevention to early intervention.

### Where are we now?

Government and community services sector organisations are at varying levels of maturity in adopting a commissioning approach.

Current procurement processes often do not focus on outcomes and the needs of people and their communities.

Co-design practices are inconsistent across the public and community services sectors often due to time and resource constraints.

More holistic consideration of service need and service delivery is needed to drive improved outcomes for service users and the community.

A change to the culture of organisations and the structures we work within – including behaviours, people, processes and technologies – is needed to fundamentally shift our focus from service outputs towards outcomes delivery.

### Where do we want to be?

Program and service delivery that is focused on outcomes, with the voice of the service user embedded into service design.

Look beyond outputs of services; seek to understand the outcomes of service delivery and how services have improved the lives of service users.

Improve data-linkages to enable a clearer understanding of how service users interact with a range of government services, allowing better design of services to meet complex needs.

Contract flexibility for services to adapt to changing service user needs over time.

Commissioning drives innovation in the design and delivery of services to achieve outcomes.

Achieve a commissioning approach that supports a holistic focus on outcomes to drive more integrated service delivery and improved outcomes for service users and the community.

### How do we drive change?

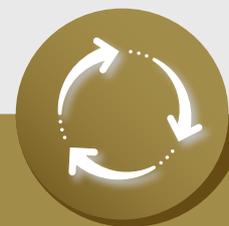
Identify system changes to facilitate consistent approaches to:

- place-based services;
- evidence-based trials and pilots; and
- joined up commissioning and integrated service delivery.

Embed appropriate co-design in the commissioning of services, where it makes sense to do so, with a focus on user voice.

Develop and implement an outcomes measurement framework into commissioning activities across government and the community services sector.

Improve data sharing, analysis and reporting for planning and evaluation.



# A sustainable system

## TO ACHIEVE THIS, WE WILL:

Commission sustainable services, at a fair and appropriate price that deliver value.

Develop a competent workforce of commissioners and service providers with necessary capability and capacity.

Drive continuous improvement of the system through strengthened monitoring, evaluation and review of services and outcomes.

### Where are we now?

Sustainability of services has been an ongoing issue with increasing demand and limited rigour applied to contract rollovers.

Some priority services are impacted due to varying levels of funding from State and Commonwealth.

Some service providers have varying capability to cost and price services.

Turnover of staff in State agencies has led to inconsistent application of practice requirements of the DCSP Policy.

### Where do we want to be?

Embed a contracting system that delivers long, more sustainable commissioning cycles.

Actively seek to support a sustainable market of service providers, which is important to meet the diverse need of service users.

Service users, individuals and families are actively involved in the design and testing of service solutions, where practicable.

Commissioning services that are sustainable, the best value, that is cost and quality to meet the needs of the community and service users. Commissioning processes should allow sufficient time for collaboration and partnerships to develop.

State Government agencies are provided with support from central agencies to implement Commissioning activities, including the development of competent and enabled Commissioners.

### How do we drive change?

Introduction of centrally reviewed ACPs and publishing of commissioning schedules.

Support and trial a joined-up approach to the design and delivery of services.

Adopt an informed and staged approach to building capability and capacity.

Develop resources to support commissioning activity.

Collect data on outcomes aligned to the OMF, based on a clear evaluation framework and methodology that involves a structured data collection approach that is not burdensome to service providers or government.

Continuously review and assess whether services are being delivered as intended, meet the identified community need and are achieving the desired outcomes.

Move towards sustainable pricing models, with further consideration of demand pricing, indexation and alignment with budget processes.



# Inclusive services - focus on Aboriginal outcomes and partnerships

## TO ACHIEVE THIS, WE WILL:

Services are co-designed and locally led.

Engagement is led and informed by Aboriginal, Culturally and Linguistically Diverse (CALD) communities and other priority groups, ensuring needs are recognised within government strategies at a whole of system level.

Prioritise Aboriginal empowerment in the delivery of outcomes for Aboriginal people, organisations and communities.

### Where are we now?

Evidence shows that the current system is not working as effectively for – or with – Aboriginal people and priority groups as it should.

The National Agreement on Closing the Gap (CTG) sets socioeconomic targets and Priority Reforms aimed at changing the way governments work with Aboriginal people, communities and organisations, in order to improve life outcomes experienced by Aboriginal Australians.

The Aboriginal Empowerment Strategy sets out how the Western Australian Government will direct its efforts towards a future in which all Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation.

State Government agencies active implementation of the WA Multicultural Policy Framework.

### Where do we want to be?

Build Aboriginal empowerment in how we work, enabling Aboriginal-led decision-making.

Reshape government services and systems to be culturally responsive across all priority groups.

Engage with Aboriginal communities, organisations and service users in a culturally responsive manner.

Ensure the communities affected by services including Culturally and Linguistically Diverse (CALD) and Aboriginal communities drive localised responses that are fit-for-purpose.

Enable Aboriginal self-determination; Aboriginal people to lead, develop and deliver services they receive.

### How do we drive change?

Ensure that ACPs are aligned with commitments made under CTG and the Aboriginal Empowerment Strategy.

Invest in ACCOs and over time increase the proportion of services delivered by ACCOs.

For services delivered to Aboriginal people ACCOs are prioritised as service providers; or where there is currently no ACCO that can deliver the relevant service, the commissioning process prioritises providers with genuine and strong partnerships with ACCOs and transitions plans to ACCO delivery.

Support and fund ACCO capacity building including through the development of ACCO peak representation.

Ensure meaningful and culturally appropriate engagement with priority groups (including Aboriginal and CALD people) in the planning, design, delivery and evaluation of services.

Improve access to data on priority groups for service planning and evaluation.

Ensure alignment with the Social Procurement Framework and government priorities including WA Multicultural Policy, Aboriginal Procurement Policy and Gender Equality.



## Well-led, supported and transparent system

**TO  
ACHIEVE  
THIS,  
WE  
WILL:**

Work to establish a whole-of-system approach with clear roles, responsibilities and mechanisms for central oversight and system accountability.

Develop a quality evidence- base to support fair and transparent decision-making.

**Where  
are we  
now?**

Challenges in information sharing, governance mechanisms, and mostly siloed program streams, prevent services from being able to provide an integrated holistic response.

Evaluation of services is inconsistent across the system and not public facing.

**Where  
do we  
want  
to be?**

Establish governance processes that support transparency of decision-making and accountability.

Establish clear roles and responsibilities and open channels of communications through the commissioning process.

Improve better data and information sharing to build trust, promote transparency and bridge any knowledge and skill gaps.

Resource data collection so it can be effectively used for planning, design and evaluation to deliver evidence-based decisions.

Prioritise evaluation to ensure that services are delivering agreed outcomes for users.

**How do we drive change?**

Strategic Forward Procurement Plans required from 2022-23 under the WA Procurement Rules.

Ensure government plays a stewardship role to lead consistent application and changes to practice to align with the WA Procurement Rules and DCSP Policy through a whole-of-government approach to commissioning.

Ensure central leadership, governance and decision making to support a new coherent, coordinated and holistic commissioning approach with greater consistency.

Establish a system that is transparent about decisions and actions to be taken, including the annual reporting and publication of whole-of-government commissioning information.

Appropriate cross-sectoral governance forums are established to support implementation.

# Agency Commissioning Plans

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As part of the development of the Strategy, State Government agencies responsible for delivery of community services developed initial ACPs. ACPs outlined how agencies intend to commission going forward, with an initial focus on expiring contracts.

An independent review panel (IRP) assessed ACPs of the Departments of Communities, Health and Justice and MHC providing valuable feedback and recommendations that have further supported and informed the ACPs and the Strategy. The information contained within these ACPs has provided a base line to inform the development of this Strategy and its Implementation Plan.

Each agency's ACP will be a living document, reviewed and updated annually, to assist agencies in their commissioning.

Key considerations for the development of the ACPs included:

- strategic planning for community services;
- schedule for proposed commissioning processes;
- commissioning enablers and barriers;
- prioritising Aboriginal people and organisations; and
- budget and demand considerations.

## **Findings from the initial Agency Commissioning Plans**

The ACPs submitted to central agencies initially in 2021 demonstrated an inconsistent understanding of commissioning and varying degrees of commitment to shift the dial and changing the way these services are designed. A review of the first iteration of ACPs identified:

- Lack of clear roles and responsibilities to adopt a strategic approach to commissioning community services;
- Limited capability and capacity;
- Lack of strategies to identify and address funding shortfalls;
- Limited definition of and measurement of outcomes;
- Very limited identification of place based and regional service design and delivery;
- Limited commitment to undertaking effective co-design in a planned way; and
- Lack of clarity of achieving sustainable services.

Although the initial ACPs indicate there is work to be done, State Government agencies are currently undergoing various levels of consultation with the community services sector, which will result in updates to their ACPs.

Further detail on the role of these ACPs in the ongoing implementation of the Strategy is covered in the Implementation section (Page 20) as well as the Strategy's Implementation Plan.

## **Community services priority areas**

### **Homelessness**

Department of Communities (Communities) delivers a range of specialist homelessness services that assist families, women and children affected by family and domestic violence, young people and single adults. This includes crisis and transitional accommodation, outreach, and housing and tenancy support workers.

### **Family and domestic violence (FDV)**

Family violence is a significant issue in the community impacting the health, mental health, safety and wellbeing of Western Australian children, families and communities. Communities provides a range of complex interventions focused on protecting victims of family and domestic violence and stopping or changing the behavior of perpetrators.

### **Out-of-home care (OoHC)**

Communities is required by statute to provide child protection services which includes protecting children and young people from abuse and neglect; supporting families and individuals who are at risk or in crisis; and enabling children and young people in care to live in safe, stable and nurturing environments and supporting them to achieve good life outcomes.

### **Mental health**

The Mental Health Commission (MHC) is responsible for delivering mental health and drug and alcohol services to the community. The community services sector plays a key role in supporting people to live in, and contribute to, their community by providing community-based services to support recovery and rehabilitation.

## **Health**

Department of Health focuses on ensuring the public health and wellbeing needs of WA citizens are met – particularly the most vulnerable Western Australians including children and youth, older people, Aboriginal people, and those living in regional and remote areas of WA. Initiatives include prioritising children and community health and respectful and appropriate End of Life care and choices.

## **Justice**

The Department of Justice is focused on the continuous demand for justice support services for adults and young people in custody and the community, and the system is facing increasing complexity (including the overrepresentation of Aboriginal people, and the intersection between alcohol and other drug use, family and domestic violence and homelessness).

## **Aboriginal health and wellbeing**

Services to address the intergenerational disadvantage faced by Aboriginal people are delivered by a range of agencies. These include those addressing health, social and emotional wellbeing and educational attainment, among others.

## Consultation and feedback

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Many of the issues for providing community services are not new, as outlined in the Discussion Paper, and range across services delivered by both government and the community services sector.



**Consultation undertaken through workshops with representatives from the community services sector and State Government agencies and written responses to the Discussion Paper identified the following key themes.**

- Co-design
  - Service-user voice
  - Culturally appropriate
  - Sufficient time and resources for State Government agencies
- Capability building
  - Commissioning
  - Co-design
  - Role of peak bodies in building provider capability
- Sustainability
  - Sustainable funding for services
  - Workforce attraction and retention
  - Longer contract terms
- Aboriginal empowerment and self-determination
  - Aboriginal led decision making
  - Engaging more ACCOs
  - ACCO business development
- Outcomes measurement
  - Implementation of outcomes measurement framework
  - Centralised reporting
  - Ability to measure long-term outcomes
- Evidence-based service models and data
  - Use of pilot programs to trial services
  - Enable data sharing
  - Monitor and evaluate meaningful data
- Contract flexibility
  - Adaptability to meeting changing service user needs and demographics
  - Opportunities for innovation
- Governance, accountability and transparency
  - Clear delineation of responsibilities
  - Alignment of whole-of-government priorities
  - Accountability mechanisms for government
  - Transparency in service design, delivery and review

Building on the long-held relationship with the community services sector, the Strategy responds to these issues in the system and outlines the intentions of government to further address these. The Strategy outlines the first steps and will be updated over its life. It's expected that real change will take time and government will continue to consult with the community services sector and State agencies to ensure the approach to commissioning drives change in the delivery of sustainable services that meet user needs.

# Benefits of commissioning

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Commissioning is a strategic approach to the delivery of community services. It puts service users at the heart of the approach to look beyond procurement of services and focus on longer-term outcomes for individuals and the community.

The Strategy reflects a shift away from the purchasing of services to a more holistic, proactive and sustainable commissioning approach.

Under a commissioning model, the appropriate response to a given issue might not be additional services or recontracting existing service delivery. It might involve system changes, service redesign, funding reallocation to areas of greater need, or change in provider type.

The benefits of commissioning include



## Improved service design and delivery

Commissioning represents a collaborative approach to developing services in partnership with service users and service providers through better relationships and new ways of working.



## System-wide approach

Commissioning is broader than procurement or contracting, encompassing the end-to-end policy and delivery cycle.



## Building capability across the system

Each 'round' of the commissioning cycle represents a variety of opportunities to make changes to the system and build the capability of government and non-government stakeholders within the system.



## Diverse commissioning approaches

There are a wide range of governance, procurement and funding options that can be used to commission services.

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## The commissioning cycle



The approach is iterative, responsive and seeks to build the capability of providers

The process involves ongoing, genuine, respectful engagement

Service users and community needs are at the centre of commissioning

Strategic commissioning on its own will not deliver benefits. It's about a different way of thinking and working together to translate community priorities and government strategies into services that support better outcomes for Western Australians.

The DCSP Policy reflects many elements of a strategic commissioning approach. It will remain a key tool in implementing the Strategy, and guiding commissioning with the community services sector.

To date, a coherent approach to strategic commissioning of community services has not been implemented across State Government. The development of the Strategy provides an opportunity for a more coordinated and system-wide approach to the delivery of community services across the diverse portfolio of community services in WA.

## What does the Strategy mean for me?

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All parties in the system have an important part to play in improving the commissioning of community services. By working together, we need to understand the different roles each party will play and the benefits that can be expected.

For commissioning, this means recognising when government is best placed to deliver a service, and when other organisations in the community services sector, including ACCOs are more appropriate to achieve intended community outcomes.

State Government, the community services sector, service users, and the community will realise different benefits from the Strategy.



<b>Stakeholder</b>	<b>Role</b>	<b>Benefit</b>
<b>Government</b>	<ul style="list-style-type: none"> <li>• Whole-of-system stewardship that relates not just to government's direct role in community services but also to policies and regulations that indirectly affect the sector.</li> <li>• Government's role extends beyond that of a procurer, to being actively involved in shaping the service system so that the right services are in place to meet the need of the community.</li> <li>• State agencies need to work together and play a proactive and strategic role in planning, designing and implementing a range of services.</li> <li>• Increased opportunity for central and State agencies to collaborate and improve the system, less fragmentation.</li> <li>• Better informed government regarding population outcomes to enable better informed budgetary decisions.</li> <li>• Support the building of capability and capacity across the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent government approach and application.</li> <li>• Services that the community has shaped and informed.</li> <li>• Services that allow flexibility to tailor support.</li> <li>• Support for integrated service opportunities.</li> <li>• Capable and enabled commissioners.</li> </ul>
<b>Community services sector</b>	<ul style="list-style-type: none"> <li>• Service providers will have increased participation in planning, designing and evaluating community services.</li> <li>• Sector peaks will need to support the development and capacity of members and providers, including those who do not currently deliver these services.</li> <li>• Early engagement in the commissioning cycle.</li> <li>• Increased recognition of ACCOs.</li> <li>• Strengthened cross sectoral networks.</li> <li>• Greater certainty and clarity of how, why and when commissioning will be undertaken and how decisions are made.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater opportunity to co-design services.</li> <li>• Transparent communications and options for provider development.</li> <li>• Expect strong governance structures.</li> <li>• Improved commissioning scheduling and oversight.</li> <li>• Greater organisational planning and staff retention.</li> </ul>
<b>Service users and the community</b>	<ul style="list-style-type: none"> <li>• Service users at the heart of what we do with a focus on driving positive outcomes for individuals and communities.</li> <li>• Empowerment of community owned and led approaches.</li> <li>• Community voice is empowered and heard.</li> </ul>	<ul style="list-style-type: none"> <li>• More meaningful choices including more culturally safe and responsive services.</li> <li>• Engaged earlier and more frequently developing trust.</li> <li>• Better targeted services.</li> </ul>

# Implementation

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The transition to commissioning is not a short-term process, and implementation of the Strategy is intended to be iterative and continuous over the next five years.

An initial Implementation Plan (the Plan) has been developed and released with this Strategy. The purpose of the Plan is to set out priorities, actions and responsibilities for the first two years, to establish a solid foundation for ongoing implementation over the five-year term of the Strategy

The Plan will be continually revised and updated over the term of the Strategy. The Implementation Plan includes a road map for the first two years detailing key activities.

Successfully transitioning to commissioning will take time and will require the development of skills, capabilities, and new ways of working together. Key enablers have been identified to support effective implementation.



### **Agency commissioning plans**

Annual ACPs will be introduced as a mechanism to clearly communicate with the sector and government how State Government agencies are driving change at a departmental and individual service or program level.

Commissioning scheduling will be published to enable planning, and to assess capability and capacity for both State Government agencies and the community services sector.

### **Governance, accountability and processes**

Cross sector governance options will be developed to ensure a clear structure for implementation planning and delivery.

Rigorous governance mechanisms will be developed to ensure government is transparent and accountable to its commitments to commissioning under the Strategy, ACPs, WA Procurement Rules and the DCSP Policy.

### **Capability and capacity**

Capability of both State agencies and the sector will need to be developed as the transition to commissioning is progressed.

The implementation plan will develop options to enable:

- Central support options and resources.
- Public sector capability and capacity.
- Longer term planning for agencies
- Targeted support for the community services sector.
- Clarity of the peak bodies role in support of community services sector members.

### **Data and outcomes**

Evidenced based decisions are key to successful commissioning. This includes evaluation and design of services.

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.

Implementation of the States Outcomes Measurement Framework will be undertaken to support the Strategy.

## Appendix 1:

# Glossary of key terms

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### Commissioning

Commissioning is a cyclical process of planning, purchasing, managing, monitoring and evaluating services. The aim of this process is to determine the services the community needs, whether there is a role for government in providing these services, and then designing the best approach to service delivery.

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### Commissioning for outcomes

Shifts the focus of State Government agencies from managing inputs and outputs to managing for outcomes. The focus is on what is needed, how those needs are best met, and the most appropriate mode of delivery.

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### Community services

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 to an identified need;
- services required to address disadvantage for which a collaborative approach is required with the community. Some examples include not-for-profit community services organisations and local government authorities;
- 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.

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### Community service organisation

A body having corporate status that provides community services funded or purchased by State Government agencies.

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### Co-design

To collaboratively design services with service users, community services organisations and service providers, and State Government agencies.

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**Procurement**

A process for obtaining resources (human, material, facilities and services). It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of service providers, financing, contract administration, relationship management, disposals and other related functions.

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**Service provider**

A community service organisation that is funded or contracted by a State Government agency to deliver community services.

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**2021 State election commitments**

To ensure alignment of the Strategy with State Government priorities, it is critical for ACPs to incorporate relevant 2021 election commitments and overlay the planned implementation of these commitments with services identified through the plans, noting that election commitments will be prioritised over any newly planned or intended services.



GOVERNMENT OF  
WESTERN AUSTRALIA

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