

The Western Australia Commissioning Resource Map

What drives commissioning resourcing?

- Commissioning effort depends on a set of key variables or "dials" that influence how much work is required.
- These drivers fall into two broad categories:
 - **External Challenge** – commissioning context
 - **Design Complexity** – commissioning choices

Matching commissioning projects to effort

Each project is assessed against the two dimensions: **External Challenge and Design Complexity**.

- The project is then placed on a simple 3x3 matrix.
- Each position on the matrix links to a recommended resourcing level that is proportionate to the task.
- The nine cells reflect five resourcing levels to keep the framework simple and practical.
- This allows agencies to clearly justify why:
 - some projects need only a small part-time team, while
 - others require a larger, dedicated specialist team over several years.

How to use

1. Locate the project on the matrix
2. Identify the suggested resourcing level
3. Plan the commissioning activities accordingly
4. Provide a clear rationale for resourcing decisions

The Commissioning Resource Map is a tool for understanding and categorising complexity. It does this by assessing a project against two dimensions that together capture the main drivers of commissioning effort and resourcing.

Level of Design Complexity Higher levels require a longer timeframe	High System-level change, high innovation and state-wide scale	Moderate	High Dedicated specialist team, senior project management	Significant Large, dedicated, multi-disciplinary specialist team
	Medium Enhancing services, moderate innovation and scale	Low-Moderate	Moderate Dedicated core team with some specialists	High
	Low Simple continuation, low innovation and local scale	Essential Minimal effort, part of existing duties	Low-Moderate Small part-time team, generalist focus	Moderate
		Low Stable context, few external pressures	Medium Some uncertainty, moderate external pressures	
			Level of External Challenge Higher levels require a longer timeframe	

This resource is to be read in conjunction with the full Commissioning Resourcing Map. This is advice only and resourcing needs will vary by agency and commissioning process.

External Challenge - Factors that are largely outside your control that must be planned for rather than changed.

- **Population needs** – How many people need support.
- **Service user needs** – The level of service user vulnerability or complexity.
- **Market conditions** – How many providers exist and how ready they are to deliver services.
- **Geography and logistics** – How remoteness affects service delivery and oversight.
- **Stakeholder complexity** – How many stakeholders and the nature of relationships.
- **Cultural governance** - The cultural structures, protocols, and relationships with Aboriginal and ACCOs stakeholders.

Design Complexity - These are the "dials" you can adjust during planning to reduce complexity, but each choice involves trade-offs.

- **Scale of investment** – How big the budget is and how long the project will run.
- **Scope of change** – Whether the initiative is a small improvement or a major system change.
- **Level of innovation** – How much the project relies on new or untested models or approaches.
- **Extent of co-design** – How you design the service model with services users and providers.
- **Number of service providers and contracts** - How many arrangements must be designed, procured, transitioned, and managed.
- **Place-based variation** - How much service models need to be tailored for different contexts.
- **Age and condition of existing contracts** – How contemporary contracts are .
- **System complexity** - How many inter-dependencies exist across agencies, and how significant the risks are if services change or fail.



The Western Australia Commissioning Resource Map

Resourcing implications by level:

- As a project moves from Essential → High, the scale and intensity of resourcing increases. These increases may include:
 - FTE investment
 - Specialist expertise required
 - Leadership and governance demands
 - Strategic oversight throughout the commissioning cycle

How the Commissioning Resourcing Map applies: A Family & Domestic Violence Exemplar

- Commissioning exists on a continuum, ranging from simple contract renewals to large-scale system reform.
- The Family and Domestic Violence (FDV) example shows how this continuum plays out in practice.

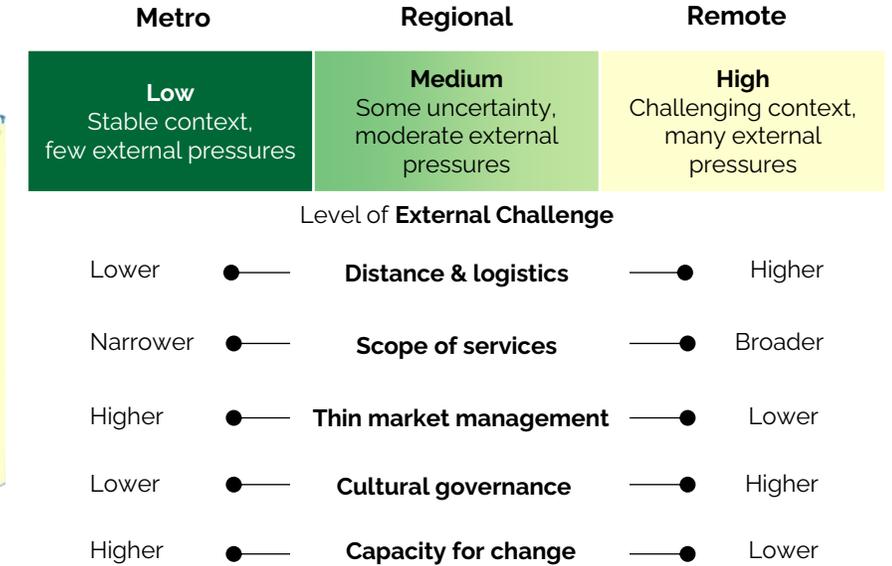
Higher levels and complexity of resourcing represent longer timeframes to complete commissioning.

Commissioning effort in remote WA is higher than Perth

External Challenges driving commissioning effort in WA include:

- Distance and logistics** - Higher time and cost for travel, engagement, and oversight
- Thin markets** - Few or no suitable providers, requiring market shaping and capacity building.
- Infrastructure limitations** - Restricted access to connectivity, housing, and essential facilities adds complexity.

The framework ensures remote projects are assessed at a higher resourcing level, supporting appropriate resourcing



Resourcing level	Essential	Low-Moderate	Moderate	High	Significant
Scale of resource (Indicative FTE)	< 1 FTE (part of an existing role)	1-2 FTE (often with an existing team)	2-4 FTE (dedicated team)	4-6 FTE (dedicated team)	6+ FTE (dedicated team)
Nature of resources (Team Composition)	A single officer handles all tasks with access to advice as needed.	A small team with access to expert advice as needed.	A dedicated team supported with a mix of subject matter experts and access to expert advice as needed.	A team of subject experts led by a senior manager with dedicated support from expert roles.	A large, dedicated, and highly expert team and senior expert roles under senior leadership.
Scope (what is being commissioned)	Preferred Service Provider: Existing service with budget and specifications.	Portfolio: 2-3 contracts within the same service area and region.	Service-level: Suite of contracts in a state-wide service area (e.g. FDV services)	Joint commissioning: Services commissioned across one or more agencies	System-reform: Sector-wide commissioning & reform agenda
Description (Example of commissioning at this level)	Department of Communities manages a single FDV contract (e.g. one contract, one provider in Albany).	Department of Communities manages several FDV contracts (e.g. FDV services in the South-West region).	Department of Communities commissions the entire suite of FDV services statewide (e.g. refugees, counselling).	Department of Communities and Department of Justice jointly commission FDV services (e.g. refugees, offender rehabilitation).	Family and Domestic Violence Taskforce (e.g. drives System Reform Plan across the FDV sector).
Example of resourcing	Individual officer / contract manager	Small commissioning team	Dedicated service-level team	Joint leadership group	Taskforce office