

24 - 25 March 2026



Breakthrough Innovation Group
Collaborative Commissioning



Acknowledgement of Country

Logan Together pays respect to the Traditional Owners and custodians of the Land on which our community lives, works and plays, the Yugambeh and the Yuggera people. We pay our respects to Elders past, present and emerging and seek their guidance and wisdom to ensure all children get the best start in life. We extend our respect to all Elders and Aboriginal and Torres Strait Islander peoples in Logan and across Australia.

About the BIG

The Breakthrough Innovation Groups (BIG) are designed to bring people together to tackle a significant, shared system challenge and, through collaboration, achieve breakthroughs that help make place-based work more possible and more impactful. BIGs are a dedicated space for bold thinking, practical learning and rapid prototyping.

As one of the Nodes of the QLD Places Network, Logan Together is leading the first BIG on Collaborative Commissioning.

For all place-based initiatives in QLD, delivered by:



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Context and alignment



Scope

This workshop brought together key parts of the Queensland system to explore the current collaborative commissioning landscape, understand what is working well, where the barriers sit, and identify the opportunities that could be unlocked through a more joined-up effort.

Objectives

- Build a shared understanding of the value and practical realities of collaborative commissioning
- Explore how collaborative commissioning works in practice through real examples
- Identify the enabling conditions needed to support collaborative commissioning, and the roles we each play in helping create them
- Surface the key pain points and barriers, and begin to solve for them together
- Clarify the roles, contributions, and responsibilities needed to move this work forward
- Agree the next steps for progressing collaborative commissioning beyond the event

Our commissioning journey

We started our two days together by anchoring ourselves in why Collaborative Commissioning is worth doing.

We heard from *Kenny Duke*, Logan community leader about how commissioning impacts communities.

We heard from *Michelle Lucas*, Executive Director of Logan Together about the possibilities she is seeing across the system right now and the opportunity in front of us.

Our approach across the 2 days followed this structure:



SCAN



FOCUS



ACT

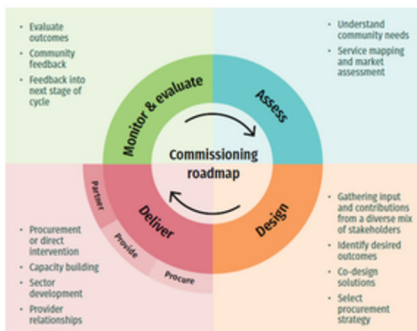


Definitions

Commissioning approaches

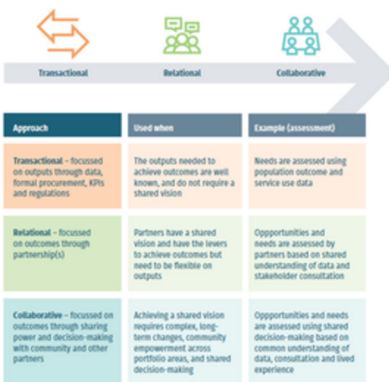
What is commissioning?

- Commissioning is a strategic, evidence-based, and collaborative process of planning, purchasing, coordinating and monitoring services to meet the specific needs of a local population (adapted from PHN definition).
- Commissioning includes a number of phases, and is more than just procurement and contract management. This diagram has been adapted from Brisbane North PHN:



What are collaborative approaches?

- All commissioning steps can be done in ways that are transactional, relational or collaborative, or a mix. The approaches are not mutually exclusive – collaborative approaches usually include transactional and relational elements.



Collaborative Commissioning is when multiple partners – community, providers and funders – all take a collaborative approach at every phase of the commissioning cycle to deliver community outcomes. This involves shared decision-making, co-designing solutions, co-deciding delivery approaches and sharing implementation, monitoring and evaluation.

Produced by PLACE for the Queensland Place Network Breakthrough Innovation Group, March 2020

Each of these can sit within the scope of Collaborative Commissioning:

► Relational contracting

- Prioritises long-term relationships
- Shared objectives
- Recognises that not all outcomes, risks or solutions can be specified in advance
- Prioritises continuous improvement

► **Shared decision-making**

- Power sharing with communities – decisions made collectively
- Roles, responsibilities and decision rights clearly agreed
- Place-based focus
- Community reps are chosen by and accountable to community
- Government & other funding reps endorsed by community

► **Joint decision-making**

- Specific model for Empowered Communities
- Structured shared decision-making arrangement between government and First Nations communities

The current context

	Regional Commissioning	Joint Commissioning	Co - Commissioning
Core idea	Organised around a geographical region and population	Two or more funding organisations plan and commission services together	Shared responsibilities between different funders
Decision-making	Led by a regional authority or lead agency	via formal governance	Defined division of roles set out in agreements
Funding	Control held by one lead funder	Pooled or aligned funding	Split funding authority across funders
	<i>"decisions made closer to the ground"</i>	<i>"funders align decision-making"</i>	<i>"funders coordinate decision-making"</i>

A useful framework



1 - Activity funding

Funding is provided for one defined activity or service in response to a need.

Available funding tools:

- *Simple procurement*
- *Grant*
- *Seed funding*



2 - Outcome alignment

Funding and activities are aligned around a shared outcome across multiple services or efforts.

Available funding tools:

- *Needs based funding*
- *Outcomes based contracts*
- *Joint commissioning*



3 - Place integration

Investment and delivery are coordinated around a shared local plan shaped by community voice.

Available funding tools:

- *Place-based commissioning*
- *Regional commissioning*
- *Pooled funding*



4- System Transformation

Decision-making, investment and accountability are reconfigured so the broader system can work in a more joined-up, community-shaped way.

Available funding tools:

- *Collaborative commissioning*

Note: This is not a “climb and discard sequence” It’s an accumulation of capability and potential funding tools.

Chatrooms

Four case studies of commissioning were described by the communities that experienced them. Participants had the opportunity to engage with three of the four.



Activity Funding

Strong Communities, Gladstone

- Crystal Robson



Outcome Alignment

Department of Child Safety & Village Connect

- Anje Cramp
- Pastor Ruta Akoali
- Dr Annalee Clarke



Place Integration

Cape York Partnerships

- Jim Davis



Systems Transformation

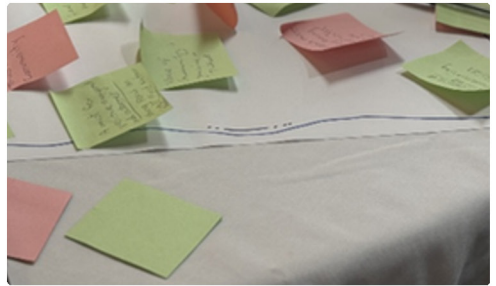
Logan Together, Strong Beginnings, One Gov, Big Business

- Michelle Lucas
- Fiona Roebig
- Nicole Marsh



Brainstorming

Based on the case studies we heard this morning and our own professional or lived experience, for each of these types of commissioning, **what does success look like? What are the pain points?**



Successes and pain points

- **Prioritisation :** Successes and Pain points were prioritised to the top three for each type of commissioning...

Activity funding



Capture the 3 most significant success points clearly below:

Flexibility of funding to meet community needs.
Community led data informs activity funding
Maximising relationships + partnership to maximise outcomes for the community not the organisation.

Capture the 3 most significant pain points clearly below:

1. Funding and resources align with long-term outcomes ^{DONT}
2. High administration, for applying to multiple, streams. Need ^{cost} and managing funding backbones to stitch it back together.
3. Funding is siloed and competitive which makes relationships

Outcome alignment



Capture the 3 most significant success points clearly below:

- 1) Funder prepares to do different + maintains coverage, flexibility, fund the opening, test, when pathology
- 2) Funding + time for capacity + testing ^{← Funder provides Community}
- 3) Data sharing ^{→ Evidence} ^{→ Community investment} ^{→ Sensemaking} ^{→ Story telling}

Capture the 3 most significant pain points clearly below:

- 1) LACK OF MECHANISMS TO EMBED INTO BROAD SYSTEM CHANGE
- 2) PILOT CYCLES + ALWAYS LOOKING FOR NEW IDEAS
- 3) STRUGGLE TO MEASURE WELLBEING / OUTCOME
- 4) ACCESS TO SHARED DATA + CAPABILITY TO SHARE, VIEW + ANALYSE

Place Integration



Capture the 3 most significant success points clearly below:

- 1) Capability Building - Development
- 2) Embedding Community Voice
- 3) Flexible, Innovative Governance

Capture the 3 most significant pain points clearly below:

- 1) Transparency - Lack of sharing information + data
- 2) Inflexible, siloed funding - current guidelines (assumptions + requirements)
- 3) Change in Government - policies, roles, focus, personnel



Systems Transformation

1. Alignment : principles + practices : build trusted relationships in shared purpose : governance
2. Resourced : Capability building across all sectors + underpinning infrastructure.
3. Innovation proven through iterative learning + economic benefit.

1. Leaders/Silos causing problems with aligning priorities - power and leadership also at play
2. Changes in people makes difficult to maintain momentum - capability losses and environments (supporting/not) important
3. Time - incentives are short term, systems change is long term

► Enabling Conditions for Success and Solutions to Pain Points:

For each Success priority we unpacked the **enabling conditions** required to achieve it and for each pain point priority we considered **solutions to resolve it**.

Throughout our time together we used this framing to help us get to the most useful language possible to create action...



Navigating for usefulness



Place



Theme

Specificity



Possibility

Where to begin?

Based on the elements prioritised on day one, the next day we decided to dive into how we could make them happen. We started by prioritising which of the 7 key elements we wanted to tackle and chose 2.

The other five key elements will be progressed in the medium to longer-term, but we needed somewhere tangible to start.

We split into two groups to craft the key actions required, then we allocated ourselves where we thought we had a role to play in achieving those actions from our place in the system.

We captured who could do what and what assets we could draw on to support action.



They key actions decided were:

3

**Appropriately funded and
enabled infrastructure –
Community**

4

**Appropriately funded and
enabled infrastructure –
Government/Philanthropy
/Big business**

Focus area: 1



Appropriately funded and enabled infrastructure – community (including community-led sustainability)

There was agreement that early and later stage communities would need to prioritise different actions, based on their place-based, community-led stage of development.

► **Early stage community strategies**

- Assign ownership to design and deliver an artefact that holistically represents community needs with inputs from diverse stakeholders. (Make visible, fundable and accountable the work to collect community voice and create a plan.)
- Operationalise the community artefact to enable shared accountability
- Undertake research to understand the infrastructure required to do collaborative commissioning; data capture, analysis expertise, facilitation capability, community intelligence
- Map what infrastructure currently exists and identify any gaps
- Leverage experience of other places to learn and fail fast

► **Later stage community strategies**

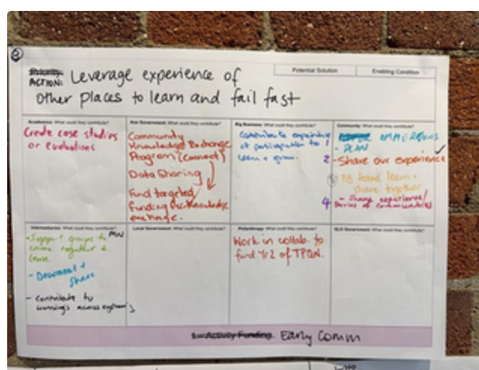
- Map the authorising environment to participate in collaborative commissioning around focus topic: Which organisations? Who is authorised by community to approve what?
- Establish collective governance within commissioning cycle, which includes community, provider and funder – in provider contracts – meet monthly
- Funded data position to support collective sense-making and collaborative commissioning (Request. Share. Translate and analysis of data.)
- Embed resourcing within the commissioning process to do the co-ordination and convening

Focus area: 2

Appropriately funded and enabled infrastructure within Government, Philanthropy, Big Business (including sector competency and authorisation)

➤ Co-design the authorising environment for working in place across sectors

- Create a model for Community Investment Fund for community-led sustainability. Coordinate groups to co-design (corporates, government, community)
- Co-design the Roadmap to readiness across sectors
- Design and implement the mechanism to address capability gaps
- Establish a Stewardship Table
- Community Investment Fund







Our participants

Department of Social Services

Kerry Darbyshire

Department of Natural Resources and Mines, Manufacturing, Regional and Rural Development

Kelly Stoertzer

Department of the Premier and Cabinet

David Sinclair

Darling Downs and West Moreton Primary Health Network

Jen Newbould

Amy Wilson

Indigenous Data Advisory Committee

Cait Stone

Department of Employment and Workplace Relations

David Morgan

Justice Reinvestment Network Australia

Justin Power

Logan Together

Dave Porter

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Dan Rawlins

Institute for Social Science Research, The University of Queensland

Tim Reddel

Families Commissioning

Brad McCoy

Public Sector Commission

Abbey Richards

Queensland Health

Hannah Christensen

Strong Beginnings

Fiona Roebig

Nicole Marsh

Department of Youth Justice and Victim Support

Ana Hales

Village Connect

Naomi Pelite

Ruta Aloalii

Department of Youth Justice and Victim Support

Ana Hales

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Rowena Cann

Eula Rohan

Michael Hogan

TFFF

Katie Norman

Cape York Institute for Policy and Leadership

Jim Davis

Logan City Council

Bec Anderson

Strong Communities

Emily Cook

Crystal Robson

Gladstone Region Engaging in Action Together

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Gladstone Regional Together

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Centre for Policy Development

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Country to Coast Qld Primary Health Network

Olivia Naughtin

Thank you

Thank you to all of the participants, partners and community members who attended the event.

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Interested to see the Action Plan?

To see more detail about each action under the key focus areas, refer to the *attachments*.

Action Groups will take this work forward in the coming months to continue building the action plan for effective collaborative commissioning.